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GOVERNMENT OF INDIA
MINISTRY OF TOURISM & CIVIL AVIATION
DEPARTMENT OF TOURISM

**REPORT
OF THE
HOTEL REVIEW AND SURVEY COMMITTEE**

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CHAPTER I

INTRODUCTION

In 1957, the Ministry of Transport, Govt. of India which handled the subject of tourism at that time appointed a Committee called the Hotel Standards and Rate Structure Committee. This Committee was headed by Diwan Chaman Lall, M.P. and one of the main objectives which the Committee set for itself was to "lay down criteria for the purpose of classification of the hotels in India keeping in view international standards that apply to similar establishments elsewhere". In its Report published in 1958, the Hotel Standards and Rate Structure Committee strongly recommended that the hotels in this country should be classified. The Committee which went into the question of classification of hotels in great depth also recommended that the classification of hotels should be on the 'Star' system, and evolved the criteria that should be applied for classifying the hotels in different categories from One-Star to Five-Star.

2. In pursuance of the recommendation of the Hotel Standards and Rate Structure Committee that hotels be classified, a Committee called the Hotel Classification Committee was appointed by the Government in June, 1962 and the Chairman of this Committee was the late Shri G. R. Kadapa, the then Deputy Director General in the Department of Tourism. This Committee made a very extensive tour of the country and inspected 299 hotels and 123 restaurants and submitted its Report in August, 1963. Among the 29 recommendations made by this Committee, one of the most important recommendations was that the classification of hotels should be reviewed at least once in three years. All the recommendations of this Committee were accepted by Government including the one that the classification of hotels be reviewed once in three years.

3. In pursuance of this recommendation, the Committee for reviewing the classification of hotels should have been appointed sometime in 1966, but there was some delay until after the last General Elections when representatives of the hotel industry met the Minister for Tourism and Civil Aviation and emphasised the need for the appointment of such a Committee. It was decided by the Government that a Committee be appointed to review the classification of the hotels which had already been classified including those which were dissatisfied with the grading they had received and to classify such other hotels as had come into being since the time of the last Classification Committee or

had not applied at the time of the last classification. At the same time, it was decided that a Committee also be appointed to conduct a survey of the existing hotel capacity in the country and to make studies for determining how much additional hotel capacity was required in the country to meet the needs of the growing tourist traffic. Subsequently, it was decided that instead of two Committees, a somewhat enlarged Committee should undertake both functions. At the meeting of the Tourist Development Council in Simla in 1967, it was suggested that an assessment should be made of the economics of the rates charged by hotels in different categories and a determination made whether a rational basis could be evolved for standardising the rates.

4. The Hotel Review & Survey Committee was accordingly appointed in November, 1967 with the following terms of reference *vide* Government of India, Resolution No. 1-HRSC(1)/67, dated the 6th December, 1967 :

- 4.1 To invite applications afresh from all such hotels located in important tourist centres as are interested in being placed on the approved list of the Department of Tourism; are desirous of being classified on the basis of criteria evolved by the Hotel Standards and Rate Structure Committee in 1958, and agree to abide by the regulatory conditions laid down by the Department of Tourism from time to time.
- 4.2 To review the classification of such hotels as were dissatisfied with the category accorded to them by the Hotel Classification Committee in 1963 and had made representations to this effect to the Department of Tourism.
- 4.3 To survey the requirements of additional hotel bed capacity at the important tourist centres to be provided by both public and private sectors by 1971 and by the end of the succeeding 5 years; and also to recommend the type of hotels suited for each place.
- 4.4 To review the rates charged by hotels which are classified on the star-system with the object of determining a rational basis for standardising the rates in each category.
- 4.5 To inspect restaurants with the purpose of according approval to those which are of the requisite standard in catering to the needs of international tourists, on the basis of the criteria evolved by the Hotel Classification Committee in its report submitted in 1963.

5. At its first meeting held on 7th December, 1967, the Hotel Review and Survey Committee requested that the terms of reference of Committee be modified in order to include all hotels in India for review and classification and not merely those which were located in important

tourist centres and those which were dissatisfied with the previous classification. The Government accepted the request of the Hotel Review and Survey Committee and issued fresh terms of reference on 7th February, 1968 *vide* Resolution No. 1-HRSC(1)/67, dated the 7th February, 1968 and these were as follows :

5.1 To invite applications afresh from all such hotels as are interested in being placed on the approved list of the Department of Tourism; are desirous of being classified on the basis of criteria evolved by the Hotel Standards and Rate Structure Committee and subsequently amended by the Hotel Classification Committee, 1963 and agree to abide by the regulatory conditions laid down by the Department of Tourism from time to time.

5.2 To survey the requirements of additional hotel bed capacity at the important tourist centres, as given below, to be provided by both public and private sectors by the end of the Fourth Plan period *i.e.*, March, 1974; and also to recommend the type of hotels suited for each place :

Agra, Ahmedabad, Ajanta-Ellora, Aurangabad, Bombay, Bangalore, Bhubaneswar, Calcutta, Cochin-Ernakulam, Darjeeling, Delhi, Gulmarg, Goa, Hyderabad, Jaipur, Jammu, Khajuraho, Kanchipuram, Konarak, Madurai, Madras, Mahabalipuram, Mysore, Puri, Srinagar, Tanjore, Trivandrum, Udaipur, Varanasi ; and such other places as the Committee may unanimously agree to add to this list.

5.3 To review the rates charged by hotels which are classified on the star-system with the object of determining a rational basis for standardising the rates in each category.

5.4 To inspect restaurants with the purpose of according approval to those which are of the requisite standard in catering to the needs of international tourists, on the basis of the criteria evolved by the Hotel Classification Committee in its report submitted in 1963.

6. Besides the Chairman who was an official of the Department of Tourism, the Committee was constituted of one representative of the hotels in the private sector; one representative of the hotels in the public sector; one representative of recognised travel agents in India; one representative of international airlines; and a representative each of the State Governments of the areas which the Committee visited. The Federation of Hotel and Restaurant Associations of India representing the hotels in the private sector nominated Mr. Ram Nath Kapur as their representative. The Managing Director of India Tourism Development Corporation represented the public sector hotels. Mr. R. N. Kaul of Air-India represented the international airlines. In order to reduce the pressure of work to manageable proportions, the Travel Agents Association of India decided to nominate 4 different persons to sit on

the Committee to represent their Association and they were (i) Shri K.C. Sen (Eastern India); (ii) Shri V.M. Kotak (Western India) : (iii) Shri T. R. Seshagiri (Northern India) and (iv) Shri L. G. Ramamurthi (Southern India). The Committee therefore was made up of the following :

- (i) Shri S. D. Khanna, Deputy Director General,
Department of Tourism *Chairman*
- (ii) Managing Director, India Tourism Development
Corporation *Member*
- (iii) Shri Ram Nath Kapur, Representative of the
Federation of Hotel & Restaurant Associations
of India *Member*
- (iv) Shri R. N. Kaul, Commercial Manager-Sales,
Air-India *Member*
- (v) (a) Shri K. C. Sen, Representative of the Travel
Agents Association of India (He represented
the Travel Agents Association in respect of centres
in Eastern India *Member*
- OR (b) Shri V.M. Kotak, Representative of the Travel
Agents Association of India (He represented the
Association in respect of centres in Western India). *Member*
- OR (c) Shri T. R. Seshagiri, Representative of the
Travel Agents Association of India (He represented
the Association in respect of centres in Northern
India) *Member*
- OR (d) Shri L. G. Ramamurthi, Representative of the
Travel Agents Association of India (He represented
the Association in respect of centres in
Southern India) *Member*

NOTE.—Shri Inder Sharma, President, Travel Agents Association of India was coopted full Member of the Committee, to enable his participation in all the meetings of the Committee which were not regional in nature.

- (vi) One representative of each State Government *Member*

7. Because of the onerous nature of the work of the Committee, the Federation of Hotel and Restaurant Associations of India decided to nominate separate representatives for each Region as follows :

- (i) Shri Ram Pershad, President, Hotels &
Restaurants Association of Delhi Region Northern India.
(Shri P.R.S. Oberoi deputised Shri Ram
Pershad in some inspections).
- (ii) Shri Maneck S. Shaw, President, Hotels
and Restaurants Association (Western
India) Western India.
- (iii) Shri P. Ananda Rau, Hony. Secretary,
South India Hotels & Restaurants Association
Southern India.

- (iv) Shri S. N. Singh, President, Hotels and Restaurants Association of Calcutta Region. Eastern India.

NOTE.—Shri Manek S. Shaw, President, Federation of Hotel and Restaurant Association of India was coopted full Member of the Committee as Shri Ram Nath Kapur owing to his absence from the country was not able to attend the meetings of the Committee in which discussions leading to writing of the Report were held.

8. Shri R. N. Kaul of Air-India also found it difficult to visit all centres and deputed local Air-India Managers or other senior officials to deputise him.

9. The following represented their State Governments/Union Territories respectively :

- | | |
|----------------------------------|--|
| 1. Andhra Pradesh | Shri Maharaj Karan, State Tourist Officer, Hyderabad. |
| 2. Assam | Shri H. P. Rajkewa, IAS, Director of Tourism, Shillong. |
| 3. Bihar | Shri Umanath, Director of Tourism, Patna. |
| 4. Chandigarh territory. | Shri Partap Rai, Director, Protocol and Hospitality, Chandigarh. |
| 5. Delhi | Shri M. C. Tandon, Deputy Director (Transport), Delhi, Administration, Delhi.
(Shri B. C. Mukerji deputised Shri Tandon in some inspections.) |
| 6. Goa, Daman & Diu. | Shri Yogendra Kohli, Director of Information and Tourism Panaji. |
| 7. Gujarat | Shri M. H. Shah, Director of Information and Tourism, Ahmedabad.
(Shri M. N. Jariwala deputised Shri M. H. Shah in some inspections.) |
| 8. Haryana | Shri P. L. Chhabra, IAS, Director of Tourism, Haryana, Chandigarh. |
| 9. Jammu & Kashmir | Shri S. K. Raina, Secretary (Tourism), Srinagar. |

10. Himachal Pradesh Shri P. R. Mahajan, Director of Tourism, Simla.
11. Kerala Shri M. Vasu Menon, Director, Tourist Deptt. of Kerala, Tri-vandrum.
12. Madhya Pradesh Shri I. S. Parihar, Director of Tourism, Bhopal.
(Shri B. Bagchi deputised Shri Parihar in some inspections.)
13. Madras Shri T. V. Vasudevan, IAS, Director of Tourism & Publicity, Madras.
14. Maharashtra Mrs. Malti Tambay Vaidya, Deputy Secretary (GAD), Bombay.
(Shri S.W. Sohoni deputised Mrs. Malti Tambe Vaidya in some inspections.)
15. Mysore Shri M. D. Mariputtana, Director of Tourism & Information, Bangalore.
16. Orissa Shri P. Tripathi, Director of Tourism & Public Relations, Bhubaneswar.
17. Punjab Shri D. D. Sehgal, Asstt. Director of Tourism & Hospitality, Chandigarh.
18. Pondicherry Shri P. R. Ramanathan, Public Relations Officer, Pondicherry.
19. Rajasthan Shri Narain Sinha, Director of Tourism, Jaipur.
20. Uttar Pradesh Shri Shrish Chandra, Publicity Officer Tourism, Lucknow.
21. West Bengal Shri B. N. Bhattacharya, Director of Tourism, Calcutta.
(Shri Arun Chatterji and Miss P. Bose, Deputy Directors deputised Shri Bhattacharya in some inspections.)

The Directors of the Regional Tourist Offices in Delhi, Bombay, Calcutta and Madras were co-opted as members of the Committee for their respective regions.

10. The Chairman of the Committee took ill towards the end of the travels and was deputised by Mrs. V. Pandhi, Director-designate, Govt. of India Tourist Office, London in respect of most of the hotels and restaurants in the Southern Region.

11. Apart from attending the first two meetings, the representative of India Tourism Development Corporation was unable to participate further in the work of the Committee.

12. The Committee travelled throughout India visiting all the States and Centrally administered territories of Delhi, Chandigarh, Goa, Himachal Pradesh and Pondicherry and travelled 31049 miles by air, 6212 miles by train and 6852 miles by road. In all, it visited 71 cities and inspected 221 hotels and 94 restaurants.

12.1. It interviewed several travel agents, airline representatives, State Govt. representatives and a few members of the public who it thought could make useful contribution towards its deliberations, particularly in the field of hotel rate structure and in surveying the need of hotel bed capacity in the next seven to eight years.

13. It may be noted that one interesting innovation adopted on this occasion was that the hotel industry volunteered to bear a substantial part of the expenses of the Committee by agreeing to a graduated levy varying from Rs. 100/- to Rs. 500/- payable by hotels/restaurants which applied for classification. It is estimated that the money received from the application fees has met roughly half the total cost incurred by the Government towards the expenses of this Committee. It is therefore very heartening to record that the work done by this Committee is a co-operative effort of the Government and the Industry on a fifty-fifty basis.

14. It may also be recorded that the representatives of Air-India did not make any claims from the Government in respect of the expenditure incurred by them on their travels in connection with the work of the Committee.

15. The Committee Report is divided into three main parts—dealing with the classification of hotels; the projections of hotel capacity needed until 1974 and beyond; and with the standardisation of hotel rates.



सत्यमेव जयते

REPORT OF THE HOTEL REVIEW & SURVEY COMMITTEE

PART I

CLASSIFICATION

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CHAPTER II

CLASSIFICATION

At the time of the appointment of the Hotel Review & Survey Committee, there were 221 hotels and 59 restaurants on the approved and classified list of the Department of Tourism. All these establishments were notified to apply afresh for classification by letter No. 2-HRSC (2)/67, dated the 12th February, 1968. In addition, notices calling applications for classification were sent to the Federation of Hotel & Restaurant Associations of India with the request that all its members be notified of the fresh classification of hotels and approval of restaurants. Other establishments of whom the Department of Tourism was aware, which might not have been covered by the above, were also notified to apply.

2. Of those establishments which were on the approved list of the Department of Tourism, 60 hotels and 7 restaurants did not apply. On the other hand, 60 hotels and 42 restaurants which were not on the approved list applied for the first time. Altogether 221 hotels and 94 restaurants applied for classification and approval. These were spread over in 71 cities and 21 States/Union Territories in India.

2.1 The Committee inspected each hotel & restaurant and immediately after inspection, graded these according to the criteria evolved by the Hotel Classification Committee set up in 1962.

2.2 The Committee carefully considered the suggestion that hotels and restaurants which had applied for classification and approval be inspected without any prior notice to them. After much deliberation, the Committee came to the conclusion that such inspection unannounced, was not expedient when its objective was classification, based on the designated criteria. It was therefore decided that the establishments concerned be informed in advance of the date of inspection so that their top management personnel were available to give authoritative answers to queries which might be raised by members of the Committee.

2.3 Gradation of the hotels was done on the *unanimous* decision of all members of the inspection team and this was preceded in several instances by a good deal of discussion from varying points of view.

2.4 Summarising the results, 43 hotels and 35 restaurants did not meet the requisite qualifications, and have therefore not been recommended for placement on the list of approved hotels/restaurants of the Department of Tourism. Of the 28 hotels which applied for 5-star

category gradation, 13 qualified for 5-star; 10 for 4-star; and 3 for 3-star and 2 withdrew their applications. Of the 43 hotels which applied for 4-star gradation, 15 qualified for 4-star; 15 for 3-star; and the rest for 2-star and below. Of the 71 which applied for 3-star gradation, only 16 qualified for 3-star and 31 for 2-star, while the rest either qualified for 1-star or did not qualify for approval at all. Of the 54 hotels which applied for 2-star gradation, 21 qualified for 2-star and 14 for 1-star and the rest did not qualify for approval. Of the 25 hotels which applied for 1-star, only 7 qualified.

2.5 In regard to the restaurants the Committee was not called upon to grade them and only a formal approval was necessary. This approval meant that the restaurant was of a standard that the Department of Tourism could recommend to international travellers. Of the 94 restaurants which applied for approval, 59 qualified. (ANNEXURE III.)

2.6 From these figures it will be seen that the hotels/restaurants do not suffer from any sense of undue modesty in estimating their own standing. The final results of classification by the Committee are appended to this report as ANNEXURE I.

2.7 This Committee is of the view that if some hotels or restaurants feel dissatisfied with the gradation awarded to them by the Committee they may be allowed to make an appeal to the Director General of Tourism, Government of India, New Delhi.

OTHER RECOMMENDATIONS

Revision of criteria

3. In the course of inspecting the wide range of hotels and restaurants, the Committee was repeatedly made aware of the many lacunae in the present criteria for classification and approval of hotels/restaurants which need to be corrected. For example, to qualify for a 5-star hotel, the hotel is assessed in 33 items and has to qualify in all, except that the Committee may at its discretion condone failure in not more than two items. (In practice the word "may" has always meant "shall" at the time of actual assessment.) The 33 items which describe the requirements of a five-star hotel cover auxiliary features like a tennis court, golf course, adequate space for parking of cars, extensive lawns, swimming pool, orchestra and ball room facilities and banquet halls with no variation in emphasis from the very essential items which state that there should be hygienic kitchen and washing arrangements, professionally qualified and experienced staff, a high standard of cuisine, and that all private and public rooms should be fully airconditioned, that all bedrooms should have attached bathrooms with hot and cold running water for 24 hours etc. etc. The Committee felt that while certain of these features which require all bedrooms to have private bathrooms, all rooms to be fully airconditioned, high standards of hygiene to be observed in kitchen and washing arrangements etc. should be declared *essential* and no failure in any of these items condoned; items like

tennis courts, golf course, orchestra and ballroom facilities, banquet halls, parking space for cars, swimming pools etc. although highly desirable, need not be considered essential particularly in view of the fact that no hotel can qualify, as at present, for a five-star categorisation unless it obtains at least 66% marks in the aggregate. The Committee has therefore decided to recommend that requirements for classification of hotels in each star category should be divided into three parts; part I containing items which are essential in which no failure will be condoned, part II containing items which are *necessary*, in which failure in only one item will be condoned, and part III containing items which are considered desirable in which marks gained will be counted towards the aggregate without it being necessary to pass in all of them as long as the condition of securing 66% marks in the aggregate is fulfilled.

4. At present a hotel may have all the essential features and these may be of a high standard but because it does not have a tennis court, private parking area for cars, extensive lawns, swimming pool or golf course it may not qualify for the five-star category. On the other hand, a hotel may have a swimming pool, extensive lawns, tennis courts etc. etc. and also the most unhygienic kitchen and washing arrangements, and yet in theory, qualify for a five-star hotel. It is precisely to correct such vagaries and others of a similar kind that a revision of the existing criteria is recommended. Another important innovation in the revised criteria will be the distinct emphasis on the *quality* of each facility rather than on the mere provision of a feature irrespective of its standards of quality or performance.

5. The revised criteria which the Committee recommends for adoption are appended as ANNEXURE IV. In recommending these, the Committee is of the opinion that the new criteria should become applicable only after the hotel industry has had sufficient time to adjust itself to the more demanding requirements. It is therefore recommended that the new criteria should be applicable in the case of existing hotels which are approved and classified with effect from 1st January 1971 and in the case of new hotels which are yet to be completed and have not been classified so far, the applicable date should be 1st January, 1970.

Need for a permanent Committee

6. It did not need a very keen-eyed observer to notice that the hotels had done a great deal of cleaning and sprucing up especially for the benefit of the Committee. It is also true that the anticipated inspection by the Committee spurred many hotels to make a large number of additions, alterations and improvements in their establishments which perhaps they would not otherwise have done with such urgency. In many cases the hotels invested large sums of money on the improvements. The Committee therefore strongly felt that an inspection once in three years was most inadequate and that follow-up action is essential if the hotels have to be kept on their toes and encouraged to make improvements continuously. In order to accomplish this, it is necessary that there should

be a permanent machinery for the inspection of hotels and restaurants. Inspections should be done at least twice a year, one such inspection with prior notice and the other unannounced. Clearly, it is not possible for one Central Committee in Delhi to undertake this twice a year. This Committee is of the view that the best solution to this problem is to have one Central Committee composed broadly on the lines of the present Committee, and that this Central Committee should have in turn, four Regional Sub-Committees which can undertake bi-annual inspections and send their reports to the Central Committee in the Department of Tourism, which will then take whatever action becomes necessary.

7. Apart from inspections of the hotels/restaurants which this Committee thinks must be made with regular periodicity, it will be essential to have a Permanent Committee because a large number of new hotels and restaurants will be coming up continuously and which will have to be classified as and when they are ready. It would be most unfair to withhold classification and approval for three years or so when the Committee meets again for a general country-wide classification. It is recommended that the Permanent Committee should undertake to classify or approve any hotel or restaurant whenever an application is made provided the establishment is willing to pay the special classification fee which obviously will have to be higher than the classification fee charged at the time of the general all India classification. It is suggested that for special classification, the following fees should be charged and the inspection of the establishment done within six weeks of the payment of the fee :—

5 Star Hotel	•	Rs. 2000/-
4 Star Hotel	•	Rs. 1600/-
3 Star Hotel	•	Rs. 1200/-
2 Star Hotel	•	Rs. 800/-
1 Star Hotel	•	Rs. 400/-
Restaurant (for approval only)		Rs. 500/-

The Permanent Committee would also be able to revise the classified gradation of any hotel which has made considerable additions or improvements which in its opinion make it eligible for a higher gradation. If such a provision exists, "borderline" cases instead of pleading for leniency in the assessment of their establishments, will instead make earnest efforts to make the requisite improvements to qualify for the desired gradation. Further, the need for a Permanent Committee would be all the more necessary because no hotel which is not approved by the Department of Tourism will be eligible for fiscal benefits and it will be very unfair to new establishments if for want of approval by the Department of Tourism, they did not get taxation benefits which can be very considerable particularly in the case of new hotels.

7.1. To sum up, the setting up of a Permanent Committee for the classification/approval of hotels and restaurants is recommended for the following reasons :—

- (1) A number of hotels, and possibly restaurants, which are coming up can be classified/approved immediately on application instead of their having to wait for the formation of another Committee after a lapse of 3 years.
- (2) Hotels which wish to make substantial improvements in the hope of qualifying for a higher category will be encouraged to do so immediately if their review and reclassification is taken up without delay.
- (3) Since approval of an establishment by the Department of Tourism is a pre-requisite to its qualifying for tax and fiscal benefits, it would be unfair to withhold this incentive any longer than is necessary.

7.2. It is therefore recommended that a Permanent Committee composed of the following should be set up immediately in the Department of Tourism, with power vested in the Chairman to coopt any other person whose advice or assistance will be of value to the work of the Committee :—

1. A senior official of the Department of Tourism. *Chairman*
2. A representative of the Federation of Hotel & Restaurant Associations of India. *Member*
3. A representative of the Travel Agents Association of India. *Member*
4. A representative of Air-India. *Member*
5. (a) Director, Government of India Tourist Office, New Delhi. *Ex-officio Convener of the Regional Sub-Committee*
- (b) Director, Government of India Tourist Office, Bombay. *Do.*
- (c) Director, Government of India Tourist Office, Calcutta. *Do.*
- (d) Director, Government of India Tourist Office, Madras. *Do.*
6. State Tourist Department representative. *Member*

Under the Permanent Committee at the Centre, there should be four Regional Sub-Committees in Delhi, Bombay, Calcutta and Madras. These Sub-Committees should be headed by the Director, Government

of India Tourist Office in the respective region and should be composed as follows :—

1. Director, Govt. of India Tourist Office *Convener*
2. A representative of the Hotel Federation *Member* of that region.
3. A representative of the Travel Agents *Member* Association of that region.
4. A representative of Air-India nominated *Member* for that region.
5. A representative of the State Government *Member* in which the hotel to be inspected is located.
6. A representative of the Hotel Management *Member* & Catering Institute.

(The Chairman of the Central Committee may attend the meetings of the Regional Sub-Committees, whenever necessary).

The functions of the Regional Sub-Committees will be

- (1) to make two bi-annual inspections of the hotels and restaurants in their region;
- (2) to inspect on behalf of the Central Committee the hotels and restaurants which have submitted applications for fresh classification or approval in their region;
- (3) to inspect on behalf of the Central Committee hotels and restaurants in their region which have applied for revision of their gradation;
- (4) to inspect hotels and restaurants to verify whether provisions and equipment etc. imported by the respective establishments with import licences granted by the Department of Tourism are being utilised in the manner and for the purpose for which these were granted.

Down-grading and De-classification

8. The Committee felt that there should be provision for down-grading, de-classification and withdrawal of approval of hotels and restaurants. In the event that its standards fall to an extent that the gradation/approval awarded to it becomes inapplicable, the hotel/restaurant should be suitably down-graded or, if warranted, removed from the list of approved hotels and restaurants. Regional Sub-Committees in their inspections done with or without notice, will inform the Central Committee whenever as a result of their inspection they come to the conclusion that a particular establishment has deteriorated to the extent

that its classification needs to be revised. On receipt of such a report, the Central Committee will issue a "show cause" notice to the establishment concerned and on receiving its reply, decide whether the explanation offered warrants a fresh inspection of the establishment after the lapse of a few months, or whether it should be down-graded immediately. If a particular establishment is down-graded or de-classified, it will have the right to appeal against this decision to the Director General, Department of Tourism.

8.1. Special inspections of an establishment may be ordered also if repeated complaints are received about an establishment which indicate serious deterioration in the standards of the establishment since the last classification.

Next all India Re-classification In October-December 1971

9. The Department of Tourism envisages a very ambitious programme of hotel construction in both public and private sectors by 1974. In the public sector, the India Tourism Development Corporation and Air-India plan to build a number of hotels in the country. A Hotel Development Loan Scheme has been created from which loans are available to private entrepreneurs on relatively easy terms, both for new construction and for a refurnishing or expanding the capacity of existing establishments.

9.1. It is therefore not hard to envisage that the existing hotels may effect considerable improvements and that many hotels may come up in the next three to five years. In the opinion of this Committee, it is therefore essential that a re-classification of all establishments in the country be done not later than three years from now, on the basis of the new criteria recommended by this Committee. It is preferable that the classification be done in the autumn months and it is therefore recommended that the next all-India classification be done from October to December, 1971. There are many advantages in announcing the date in advance; firstly, it gives the hotels enough time to make whatever improvements/additions/alterations they may wish to, and secondly, if the date is fixed in advance, the Department of Tourism can also make the preliminary preparation sufficiently in time so that a good deal of time of the Committee which is consumed in preliminaries would be saved and the Central Committee and its Sub-Committees would then proceed directly with the inspection of the establishments. It is also suggested that the inspection of restaurants and of one, two and three star hotel applicants be done by the Regional Sub-Committees and the inspection of four and five star hotels only be done by the Central Committee. Since all the 4 Regional Committees will be working together and can dovetail their inspection programme with inspections by the Central Committee, it will not be impossible to complete the work of inspection in three months as against 15 months which it has taken on his occasion.

10. The Committee gave a good deal of thought to the question of whether an establishment which has failed to qualify for approval should be informed of the items in which it had failed and which accounted for it not having made the grade. The Committee is of the view that the establishments should be informed of the reasons for their failing to qualify for approval. Similarly, hotels which had qualified for a particular category, should also be informed of the items in which they had failed and also in which they had barely passed and in which they could easily deteriorate and risk disqualification from the starrage now awarded. If the hotels/restaurants are advised of the vulnerable areas, they can reasonably be expected to make special efforts to improve the weak links in their establishments to maintain the starrage won by them now.

How good are the Hotels in India

11. One question that is constantly asked of the Committee and its Chairman is how good the hotels are in India as compared to hotels in other parts of the world. This is not an easy question to answer. In the first place, it is not possible to establish an exact parallel of hotels of different categories in India with those in other countries. Not all countries have classified hotels ranging from 1 to 5-Star and even where such classification exists, the criteria applied are not identical with those applied in India. In any case, it is very difficult for any individual to correctly say off-hand whether a particular establishment is 5-Star, 4-Star, 3-Star, 2-Star or 1-Star or even to agree in two equally good establishments whether both deserve to be 5-star or less than 5-star. Most people who have used a particular hotel or in many cases, only visited it, make their observations on the hotel on the basis, of limited experience. According to the present criteria, there are 33 different items which are measured separately before a 5 star hotel assessment is completed. No casual visitor to a hotel or even a guest staying for a long period ever has an opportunity to study all these 33 items and then make a balanced assessment of the hotel. In the nature of things, therefore, the assessment made by an average person is lopsided and very often based on incomplete information and generally conditioned by superficial observation. It will therefore not be surprising if the findings of this Committee which are based on a very thorough study of all aspects of the hotel do not conform to the popular image prevalent about a particular establishment. It is not being argued that the assessment made by the Committee is perfect, but it certainly reflects the existing standards of the establishment in the light of the criteria applied. In fact, the Committee itself has suggested that the criteria applied at present have many pit-falls and need revision. It is however maintained that the Committee which had persons on its membership who had considerable knowledge of hotel keeping or who had travelled very widely in different countries of the world or who were engaged professionally in buying hotel services regularly for their clients and depended for their living on making correct judgements, is likely to have come to a far more accurate assessment than a layman can claim to make.

12. There are only 13 hotels in India out of 221 which have qualified for 5-Star. This is indeed a very small number. The 5 star hotels in India would compare favourably with first-class hotels anywhere in the world. There may be shortcomings in certain areas, but many are due to circumstances totally outside the control of the hotel managements. It is, for example, impossible to provide to hotel guests perfect telephone service in a country where the Telephone Administration is unable to provide the standard of service and equipment equivalent to that in other more advanced parts of the world. Similarly if the water supply provided by the local authorities is inadequate with uncertain hours, low pressure, there is little that a hotel can do to remedy such deficiencies. Electric supply in most places in India is again very uncertain, inefficient and limited and it, in turn, affects the service that the hotel has to provide to its guests. Air-conditioning can fail, lifts stop working, kitchen equipment and appliances cannot work if there is a power failure which unfortunately is not an uncommon occurrence. One could go on and on listing the inadequacies in public utilities which directly impinge on the quality and efficiency of the services offered by hotels. The hotels in India, particularly the 5 Star ones would be very happy to provide to their guests the finest linen, the finest of crockery, cutlery and glassware and the finest of goods available in the world if only they were free to buy what they want, from where they want. The country's import and exchange control regulations forbid the possibility of providing such deluxe standards and service. The Committee was highly impressed by the keenness with which the hotel managements particularly in the 5 star category were anxious to raise their standards still higher so that they could compete with and excel their counterparts in any part of the world with confidence and pride. Unfortunately, they are handicapped and in most cases they have no control over the disadvantages from which they suffer. It is not the view of this Committee that all import and export restrictions should be abolished which clearly it is not possible to do in the present context of the Indian economy, but it is only a plea to those who may be tempted to criticize our hotels to remember the enormous handicaps under which our hotels have to operate in spite of their valiantly try to maintain international standards.

13. Our 4 Star hotels are generally good and are constantly trying to achieve the 5 Star category. In many cases they could do so, if encouraged and helped in certain ways by the Government.

14. Broadly speaking, our 1 and 2 Star hotels are rather sub-standard from the international point of view. Our 3 Star hotels are a mixed bag, some are good, some are barely satisfactory and yet some others are poor. This is mainly because these hotels are owned and run by people who have no professional training or experience in hotel keeping nor do they employ trained personnel to run these. However, there are some very shining exceptions to this rule—Hotel Oberoi in Gopalpur—on-Sea and the South Eastern Railway Hotel in Puri and a few others even though classified as 2 Star, would be ranked by any impartial

assessment as very good hotels and would be hard to beat in sheer quality of hotel keeping. Many of these could easily be upgraded if only they would introduce a few features to conform to the Department's criteria of 3-Star or 4-Star hotels.

15. The Committee records with great concern that none of the restaurants at the four international airports at Delhi, Bombay, Calcutta and Madras which had applied for approval made the grade.

Hotel Consultancy Service

16. Wherever the Committee went, whether to large cities or small towns, the hotels whether five-star or one-star establishments, invariably evinced very keen and real interest in improving the hotel-keeping of their establishments. In many cases they very candidly admitted that they had no professional training or experience in running first rate establishments. In most cases they were self-made hoteliers and although they were successful businessmen, they lacked the skill and the finesse which a professional hotelier should have. Time and again they requested the Committee to give them advice on how to improve their establishments. The Committee felt that even though it had at least one member who was a hotelier, it would be presumptuous on its part to offer advice in an area where professional skills and experience were needed. The Committee strongly feels that if a first-rate consultancy service which has facilities to advise hotels in all its multifarious aspects could be created it will be a boon to the hotel industry and also from the national point of view, would result in greater productivity from the same hotel plant and a huge saving of resources in the construction of new hotels which have necessarily to be built to meet the large growth in tourist traffic. Such a consultancy service should have on its organisation, persons who can advise on the feasibility of a particular hotel project, on planning and designing hotels, finally be available for consultation on the managing of hotels. It will perhaps need on it an architect, an economist, a chartered accountant and a couple of seasoned hoteliers. The architect would have specialised knowledge and experience in hotel designing and would know how to design a hotel from the lobby right down to the kitchen, pantry and scullery, resulting in a first rate establishment which does not make any compromise in the efficiency of its service or in the economy of costs. Similarly, the accountancy, reservations, house-keeping systems in a hotel require specialised skills, advice on which can be provided only by a good consultancy firm having on its membership professionals who have specialised in hotel development and management in all its facets.

17. It is difficult at this stage to estimate precisely how much it will cost to employ such a firm. It may perhaps not be a very inaccurate estimate if the figure is placed at Rs. 5 lakhs a year which will include remuneration to the partners, office expenses, travel of the executives of the firm as well as other miscellaneous expenses. If such consultancy services were available in India most hotels would take advantage of the services of such a firm on payment of a fee, which of course would vary

on the class and size of the hotel, and it may be possible to make such an agency self-supporting in a very short time. Naturally, a new hotel which is designed from scratch and receives consultation from this firm will have to pay a much larger fee. As we anticipate an expenditure of roughly Rs. 10 to 12 crores a year for the next decade in the construction of new hotels, if the hotels paid only 1% of their cost to this agency for advice, the expenditure of this agency could be met in full, besides the fact that it will receive considerable revenue also from older hotels who will engage this agency to improve the efficiency of their operation thereby increasing their revenue on sales from the existing investment itself. A good many new hotels have come up in the country in the last two or three years and the Committee was convinced that if these hotels had had the benefit of the kind of consultancy service contemplated here, they would have saved lakhs of rupees and still have had hotels which would do greater credit to the tourist industry of India.

17.1. The Committee also recommends that hoteliers may be given all facilities in obtaining the services of foreign consultants in specialised fields whenever necessary and when such services are not locally available.

Professionally Trained Staff

18. A common weakness of hotels in India was poor housekeeping. Rarely did the Committee come across establishments where the window panes were not smudged or cracked; where the plaster on the walls was not peeling; where the bathrooms, bath tubs, wash basins were not crazed or cracked; where towels, bed-sheets and other linen were not torn; where drapes were not of poor material and badly tailored; where crockery was not chipped or crazed or where silver-plating on flatware had not worn out. All these are various facets of house-keeping. Almost all one-star hotels, most two-star hotels and many three-star hotels were very weak in house-keeping. Even four and five-star hotels could do with better house-keeping.

18.1. The Committee thought that perhaps one single need more than any other in the hotel industry in India today was to have a large number of trained and experienced house-keepers. In order to meet this need urgently, the availability of trained personnel in this field in the country being limited, the hotels may have to secure such personnel from Europe or other countries overseas, and the Government of India should not hesitate to give the necessary permission for such appointments, when requested by the hotels. At the same time, to meet the long range needs for trained personnel in this important field, foreign trained and qualified teachers should be appointed in the Institutes of Catering, Nutrition and Hotel Management set up by the Government so that as large a number of persons as possible are trained in house-keeping. Thirdly, young women seeking careers in various aspects of hotel management should be encouraged to go abroad for training in house-keeping, and the necessary foreign exchange made available to them for their studies.

19. Similarly, although it may be conceded that efforts are being made and shall continue to be made to expand the hotel training facilities in India, both at the managerial as well as at the crafts level, it is the considered view of the Committee that the leeway to be made good in the field of hotel technology is so large that for many years to come there is going to be no alternative but to allow a certain number of foreign managers, chefs, executive house-keepers and other key personnel to be brought from abroad to man the senior positions in the larger four and five star hotels. To handle with competence and real flair important positions in the superior hotels, one needs not only training but also maturity which can only be gained after many years of experience. It is obvious that our youngmen who are receiving training in hotel management whether in India or abroad will require many years of experience before they can be expected to fill up the top positions in superior hotels. The Institutes of Catering, Nutrition and Hotel Management should be requested to enlarge their facilities in training more people and offering refresher courses in the various crafts of hotel operation and the hotels in turn encouraged to employ only such trained and qualified staff turned out by the Institutes.

Kitchen Equipment & Dish-Washing Machines

20. Nearly all the hotels in one-star and roughly half the hotels in two-star had failed in providing hygienic kitchens and washing arrangements for dishes, pots and pans. Failure in these items was not uncommon in three, four or five star category hotels either. This applies to many restaurants also. Hotels and restaurants were asked to adopt the three-tier washing system wherever the washing is done manually. A sketch together with a note on how this system works has been attached with this report so that the hotel and restaurant industry will have no difficulty in studying and adopting it. (ANNEXURE V). It is no doubt true that most of the smaller hotels and restaurants will continue to have manual arrangements for dish-washing, but wherever the hotel or restaurant is enterprising enough and has the necessary resources to buy a dish-washing machine, the Department of Tourism should consider it its obligation to see that the hotel or restaurant concerned does not have any difficulty in getting one. It was represented to the Committee that dish-washing machines manufactured in India are not suitable for large establishments where hundreds of dishes are required to be washed in a matter of minutes. The Committee attaches such high importance to hygiene in the matter of kitchen and washing that it regards it as its duty to recommend to the Government that even if the Director General of Technical Development thinks that there is an indigenous angle involved in the importation of dish-washing equipment, the Department of Tourism should try and prevail on DGTD to agree to the importation of dish-washing machines from abroad, on the grounds that the hotels can maintain truly high standards of hygiene only if they can import dish-washing machines which work efficiently. Similarly, requests for the import of other items such as essential equipment for the kitchen, and for laundry and drycleaning, vacuum cleaners

etc., all of which will improve the efficiency and hygienic standards of the establishments should be considered sympathetically and supported strongly, even if such imports may sometimes be at the expense of the indigenous manufacturers.

20.1. The necessity for such imports has to be viewed in the context of the international traveller's mental image of India, of which one negative aspect is a deeply rooted fear that our standards of hygiene are inadequate. The use of the most modern and efficient cooking and cleaning equipment will help induce confidence in foreign visitors that the standards of hygiene in approved hotels and restaurants are scrupulously maintained. If to achieve this, a few lakhs of rupees are to be invested in foreign exchange, this expenditure should not be grudged.



ANNEXURE I

RESULTS OF CLASSIFICATION OF HOTELS ARRANGED IN ALPHABETICAL ORDER

*The following hotels are recommended for * * * * * categorisation*

Agra

1. Hotel Clarks-Shiraz

Bombay

2. Sun-N-Sand Hotel
3. Taj Mahal Hotel

Calcutta

4. Hotel Oberoi Grand

Delhi/New Delhi

5. Hotel Ambassador
6. Ashoka Hotel
7. Claridges Hotel
8. Hotel Imperial
9. Hotel Oberoi Intercontinental



Jaipur

10. The Rambagh Palace सत्यमेव जयते

Madras

11. Connemara Hotel

Srinagar

12. Oberoi Palace

Udaipur

13. Lake Palace

NOTE.—No hotels have been recommended for deluxe classification as the criteria on which the classification is based do not provide for a deluxe category.

*The following hotels are recommended for **** categorisation*

Agra

1. Laurie's Hotel

Ahmedabad

2. Cama Hotel

Bombay

3. Ambassador Hotel
4. Hotel Nataraj
5. Ritz Hotel
6. West End Hotel

Calcutta

7. The Great Eastern Hotel
8. Park Hotel

Cochin

9. Sea-Lord Hotel

Coonoor

10. Ritz Hotel

Delhi/New Delhi

11. Hotel Diplomat
12. Hotel Janpath
13. Oberoi Maiden's
14. Hotel Rajdoot
15. Hotel Vikram



Hyderabad

16. Ritz Hotel

Jaipur

17. Jai Mahal Palace
18. Rajasthan State Hotel

Madurai

19. Pandyan Hotel

Madras

20. Hotel Savera

Mussoorie

21. Savoy Hotel

Simla

22. Hotel Oberoi Cecil
23. Hotel Oberoi Clarkes

Varanasi

24. Clarks Hotel

(Waltair) Visakhapatnam

25. Sun-N-Sea

*The following hotels are recommended for *** categorisation :*

Bangalore

1. Hotel Bangalore International
2. West End Hotel

Bombay

3. Ascot Hotel
4. Grand Hotel
5. Hotel Palace Ajanta
6. Shalimar Hotel

Calcutta

7. Spences Hotel

Chandigarh

8. Hotel Oberoi Mount View

Cochin

9. Casino Hotel (Willingdon Island)

Darjeeling

10. Oberoi Mount Everest
11. Windamere Hotel Pvt. Ltd.

Delhi/New Delhi

12. Hotel Broadway
13. Nirula's Hotel

Faridabad

14. Hotel Holiday Inn

Gulmarg

15. Highlands Park Hotel

Indore

16. Lantern Hotel

Kulti

17. Kulti Hotel

Lucknow

18. Cariton Hotel

Madras

19. Hotel Ashoka

20. Hotel Dasaprakash

21. Hotel Imperial

22. Hotel Victoria

23. Woodlands Hotel

Mangalore

24. Moti Mahal Luxury Hotel

Mount Abu

25. Palace Hotel

Mysore

26. Hotel Krishnarajasagar

27. Hotel Metropole

Panjim (Goa)

28. Hotel Mandovi

Patna

29. Hotel Republic

Shillong

30. Pinewood Hotel

Srinagar

31. Nedou's Hotel

Ootacamund

32. Hotel Dasaprakash

33. Savoy Hotel

Waltair (Visakhapatnam)

34. Palm Beach Hotel

*The following hotels are recommended for ** categorisation :*

Agra

1. Grand Hotel

Allahabad

2. Barnetts Hotel

Amritsar

3. Hotel Airlines and Restaurant
4. Guest House

Aurangabad

5. Aurangabad Hotel

Bangalore

6. Madras Woodlands Hotel
7. Shilton Hotel

Bombay

8. Airlines Hotel
9. Astoria Hotel
10. Sea Green Hotel
11. Sea Palace Hotel
12. South End Hotel

Calcutta

13. Fairlawn Hotel
14. Hotel Majestic
15. New Kenilworth Hotel

Cochin

16. Grand Hotel
17. International Hotel

Coonoor

18. Hampton Hotel

Dalhousie

19. Aroma-N-Claire's
20. Grand View Hotel

Darjeeling

21. Central Hotel

Dehra Dun

22. Motel Kwality

Delhi/New Delhi

- 23. Hotel Flora
- 24. Lodhi Hotel
- 25. Manor Hotel
- 26. Hotel Metro
- 27. New Delhi Y.M.C.A. Tourist Hostel
- 28. Hotel Ranjit

Dhanbad

- 29. Savoy Hotel & Restaurant

Gopalpur-on-Sea

- 30. Hotel Oberoi Palm Beach

Gulmarg

- 31. Nedou's Hotel

Hyderabad

- 32. Rock Castle Hotel

Jabalpur

- 33. Jackson's Hotel

Jaipur

- 34. Kaiser-I-Hind Hotel (Tourist Palace)
- 35. Hotel Khetri House
- 36. L.M.B. Hotel

Kodaikanal

- 37. Carlton Hotel

Kota

- 38. Hotel Navrang

Madras

- 39. Hotel Claridges
- 40. Geetha Hotel
- 41. Hotel Oceanic

Matheran

- 42. Lord's Central Hotel

Nainital

- 43. Belvedere Hotel
- 44. Grand Hotel
- 45. Swiss Hotel

Patna

- 46. Palace Hotel

Poona

47. Hotel Gulmohr

Puri

48. South Eastern Railway Hotel

Quilon

49. Hotel Neela

Ranchi

50. South Eastern Railway Hotel

51. Hotel Yuvraj

Ranikhet

52. West View Hotel

Salem

53. Hotel Dwarka

Siliserh (Alwar)

54. Rajasthan State Hotel

Trivandrum

55. Mascot Hotel

Udaipur

56. Garden Hotel & Motel

57. Rajasthan State Hotel

Vijayawada

58. Hotel Manorma

Vasco Da Gama (Goa)

59. Hotel Zuhari

*The following hotels are recommended for categorisation :***Ahmedabad**

1. Hotel Alankar
2. Hotel Capital

Allahabad

3. Royal Hotel

Bombay

4. Hotel Parkway
5. Sea Green South Hotel

Calcutta

6. Carlton Hotel
7. Lytton Hotel

Calicut

8. Alakapuri Guest Houses
9. Beach Hotel

Coimbatore

10. Hotel Alankar
11. Hotel Guru

Dehra Dun

12. Hotel White House

Delhi

13. Hotel Bhagirath Palace

Gwalior

14. Hotel Gujri Mahal

Hubli

15. Hubli Woodlands

Hyderabad/Secunderabad

16. Percy's Hotel

Kanpur

17. Hotel Berkele House

Kottayam

18. Hotel Ambassador

Madras

19. Tourist Hostel Andhra Mahila Sabha
20. Guptas' Ajanta Hotel
21. Queen's Hotel
22. Hotel Swagath
23. The Tourist Homes (P) Ltd.

Margao (Goa)

24. Goa Woodlands Hotel
25. Hotel Neptune

Matheran

26. Cecil Hotel

Mussoorie

- 27. Hakman's Grand Hotel
- 28. Hotel Roan-Oke

Mysore

- 29. Mysore Dasaprakash

Nainital

- 30. Hotel Metropole

Panjim (Goa)

- 31. Hotel Solmar

Poona

- 32. Wellesley Hotel

Ranikhet

- 33. Moon Hotel

Tiruchirapalli

- 34. Hotel Aristo

Trivandrum

- 35. Hotel Magnet



ANNEXURE II

CLASSIFIED HOTELS ARRANGED CITY-WISE

Agra

- *****Hotel Clarks Shiraz
- ****Lauries Hotel
- **Grand Hotel

Ahmedabad

- ****Cama Hotel
- *Hotel Alankar
- *Hotel Capital

Allahabad

- **Barnetts Hotel
- *Royal Hotel

Amritsar

- **Hotel Air lines and Restaurant
- **Guest House

Aurangabad

- **Aurangabad Hotel

Bangalore

- ***Hotel Bangalore International
- ***West End Hotel
- **Madras Wood Lands Hotel
- **Shilton Hotel

Bombay

- *****Sun-N-Sand Hotel
- *****Taj Mahal Hotel
- ****Ambassador Hotel
- ****Hotel Natraj
- ****Ritz Hotel
- ****West-End Hotel
- ***Ascot Hotel
- ***Grand Hotel
- ***Hotel Palace Ajanta
- ***Shalimar Hotel

Bombay—(Contd.)

- **Airlines Hotel
- **Astoria Hotel
- **Sea Green Hotel
- **Sea Palace Hotel
- **South End Hotel
- *Hotel Parkway
- *Sea Green South Hotel

Calcutta

- *****Hotel Oberoi Grand
- ****The Great Eastern Hotel
- ****Park Hotel
- ***Spences Hotel
- **Fairlawn Hotel
- **Hotel Majestic
- **New Kenilworth Hotel
- *Carlton Hotel
- *Lytton Hotel

Calicut

- *Alkapuri Guest Houses
- *Beach Hotel

Chandigarh

- ***Hotel Oberoi Mount View

Cochin

- ****Sealord Hotel
- ***Casino Hotel
- **Grand Hotel
- **International Hotel

Coimbatore

- *Hotel Alankar
- *Hotel Guru

Coonoor

- ***Ritz Hotel
- **Hampton Hotel

Dalhousie

- **Aroma-N-Claire's
- **Grand View Hotel

Darjeeling

- ***Oberoi Mount Everest
- ***Windamere Hotel Pvt. Ltd.
- **Central Hotel

Dehra Dun

- **Motel Kwality**
- *Hotel White House**

Delhi/New Delhi

- *****Hotel Ambassador**
- *****Ashoka Hotel**
- *****Claridges Hotel**
- *****Hotel Imperial**
- *****Hotel Oberoi Inter-Continental**
- ****Hotel Diplomat**
- ****Hotel Janpath**
- ****Hotel Rajdoot**
- ****Hotel Vikram**
- ****Oberoi Maiden's**
- ***Hotel Broadway**
- ***Nirula's Hotel**
- **Hotel Flora**
- **Hotel Metro**
- **Lodhi Hotel**
- **Manor Hotel (Country House)**
- **Hotel Ranjit**
- **New Delhi Y.M.C.A. Tourist Hostel**
- *Bhagirath Palace**

Dhanbad

- **Savoy Hotel & Restaurant**

Faridabad

- ***Hotel Holiday Inn**

Gopalpur-On-Sea

- **Hotel Oberoi Palm Beach**

Gulmarg

- ***Highlands Park Hotel**
- **Nedou's Hotel**

Gwalior

- *Hotel Gujri Mahal**

Hubli

- *Hubli Woodlands**

Hyderabad/S. cunderabad

- ****Ritz Hotel, Hyderabad**
- **Rock Castle Hotel, Hyderabad**
- *Percy's Hotel, Secunderabad**

Indore

***Lantern Hotel

Jabalpur

**Jackson's Hotel

Jaipur

*****The Ram Bagh Palace

****Jai Mahal Palace

****Rajasthan State Hotel

**Kaiser-I-Hind Hotel (Tourist Palace)

**Hotel Khetri House

**L.M.B. Hotel

Kanpur

*Berkeley House

Kodaikanal

**Carlton Hotel

Kota

*Hotel Navrang

Kottayam

*Hotel Ambassador

Kulti

***Kulti Hotel

Lucknow

***Carlton Hotel

Madras

*****Connemara Hotel

****Hotel Savera

***Hotel Ashoka

***Hotel Dasaprakash

***Hotel Imperial

***Hotel Victoria

***Woodlands Hotel

**Geetha Hotel

**Hotel Claridges

**Hotel Oceanic

*Guptas Ajanta Hotel

*Hotel Swagath

*Queen's Hotel

*The Tourist Homes (P) Ltd.

*Tourist Hostel Andhra Mahila Sabha

Mangalore

***Moti Mahal Luxury Hotel

Madurai

****Pandyan Hotel

Margoa (Goa)

*Hotel Neptune

*Goa Woodlands Hotel

Matheran

**Lord's Central Hotel

*Cecil Hotel

Mount Abu

***Palace Hotel

Mussoorie

****Savoy Hotel

*Hakman's Grand Hotel

*Hotel Roan-Oke

Mysore

***Hotel Metro-Pole

***Hotel Krishnarajasagar

*Mysore Dasaprakash

Nainital

**Belvedere Hotel

**Grand Hotel

**Swiss Hotel

*Hotel Metropole

Ootacamund

***Savoy Hotel

***Hotel Dasaprakash

Panjim (Goa)

***Hotel Mandovi

*Hotel Solmar

Patna

***Hotel Republic

**Palace Hotel

Poona

**Hotel Gulmohar

*Wellesley Hotel

Puri

****South Eastern Rly. Hotel**

Quilon

****Hotel Neela**

Ranchi

****South Eastern Rly. Hotel**

****Hotel Yuvraj**

Ranikhet

****West View Hotel**

***Moon Hotel**

Salem

****Hotel Dwaraka**

Shillong

*****Pine-Wood Hotel**

Siliserh (Alwar)

****Rajasthan State Hotel**

Simla

******Hotel Oberoi Cecil**

******Hotel Oberoi Clarkes**

Srinagar

*******Oberoi Palace Hotel**

*****Nedou's Hotel**

Tiruchirapalli

***Hotel Aristo**

Trivandrum

****Mascot Hotel**

***Hotel Magnet**

Udaipur

*******Lake Place**

****Garden Hotel & Motel**

****Rajasthan State Hotel**

Vasco Da Gama (Goa)

****Hotel Zuari**

Vijayawada

****Hotel Manorama**

Varanasi

******Clarks Hotel**

Waltair (Visakhapatnam)

******Sun-N-Sea**

*****Palm Beach Hotel**

ANNEXURE III

LIST OF RESTAURANTS DECLARED APPROVED, ARRANGED- CITY-WISE

Ahmedabad

1. Havmor Restaurant
2. Kwaliti Restaurant

Agra

3. Kwaliti Caterers and Confectioners

Bangalore

4. Koshy's Jewel Box
5. Kwaliti Restaurant

Baroda

6. Havmor Restaurant

Bombay

7. Alibaba Restaurant
8. Berrys Restaurant
9. Berrys Grill
10. Bistro Restaurant
11. Blue-Nile Restaurant
12. Bombelli's Swiss Confectioners & Caterers
13. Chinese Room, Kemps Corner
14. Gay-Lord Restaurant
15. Gazebo Restaurant
16. Gazebo Oriental
17. Horse Shoe Cafeteria
18. Khyber Restaurant
19. Kwaliti Restaurant, Kemps Corner
20. Kwaliti Restaurant, Colaba Causeway
21. Kwaliti Restaurant, Worli
22. Napoli Restaurant
23. Pritam Restaurant
24. The Talk of the Town (formerly the Parisian Dairy & Restaurant)
25. Venice Restaurant
26. Volga Restaurant



Calcutta

27. Amber Restaurant
28. Bar-B-Q—The Sophisticated Grill Room
29. Blue Fox Restaurant
30. Firpo's Lido Room
31. Kwaliti Restaurant, Park Street
32. Magnolia (Restaurant)
33. Mocambo Restaurant
34. Moulin Rouge
35. Olympia Restaurant
36. Sky Room Restaurant
37. Trincas Swiss Confectionery and Restaurant

Delhi/New Delhi

38. Embassy Restaurant
39. Gaylord Restaurant
40. Kwaliti Restaurant
41. Laguna Restaurant
42. Lido Restaurant
43. Moti Mahal Restaurant
44. Volga Restaurant
45. Wengers Restaurant
46. York Restaurant

***Dehra Dun***

47. Kwaliti Restaurant

Hyderabad/Secunderabad

48. Lido Bar and Restaurant, Secunderabad

Indore

49. Indore Coffee House

Jaipur

50. Niro's Restaurant

Jammu

51. Premier Restaurant & Bar

Jamshedpur

52. Kwaliti Restaurant

Lucknow

53. Kwaliti Restaurant

Madras

54. Kwaliti Restaurant

Nagpur

55. Kwality Restaurant

Ranchi

56. Kwality Restaurant

Srinagar

57. Broadway Kolahoi Bar & Restaurant

58. Capri Bar & Restaurant

59. Premier Restaurant and Bar



ANNEXURE IV

REVISED CRITERIA FOR FIVE STAR (*****) CATEGORY HOTELS

No.	Criteria	Marks	Essential (E) Necessary (N) Desirable (D)
<i>Size</i>			
1(a)	The hotel should have at least 25 lettable bed rooms	5	F
<i>Location</i>			
1(b)	The locality and environs including approach should be suitable for a luxury hotel of international standard	5	N
1(c)	The facade, architectural features and general construction of the building should have the distinctive qualities of a luxury hotel	10	N
<i>Maintenance</i>			
1(d)	Maintenance of all sections of the hotel (i.e. building, furniture, fixtures, etc.) should be of the highest standard	20	N
<i>Parking</i>			
2	There should be adequate parking space for cars	5	D
<i>Lawn</i>			
3	There should be extensive lawns for the use of the hotel guests	10	D
<i>Swimming Pool</i>			
4	Well designed and properly equipped Swimming Pool (except in hill station)	10	N
<i>Tennis/Golf/Squash-Court</i>			
5	Provision of a Tennis Court or Golf Course or Squash Court. (Tennis Court 2½ marks, Squash Court 2½ marks, Golf Course 5 marks)	5	D
<i>Airconditioning</i>			
6	All public rooms and private rooms should be fully air-conditioned (except in hill stations where there should be heating arrangements)	25	E
<i>Bathrooms</i>			
7	All rooms must have attached bathrooms with long baths (in the case of cabana rooms adequate shower facilities will be acceptable)	10	E

No.	Criteria	Marks	Essential (E) Necessary (N) Desirable (D)
8	All bathrooms should be modern in design and should be equipped with fittings of the highest quality befitting a luxury hotel with 24 hours service of hot and cold running water. The floors and walls should be covered with impervious material of elegant design and high quality workmanship	30	E
<i>Reception and Staff</i>			
9	There should be a reception and information counter attended by highly qualified, trained and experienced staff	10	N
10	There should be a lobby and a well-appointed lounge with reading and writing facilities, of sizes adequate to the size of the hotel	10	N
<i>Cloak room</i>			
11	There should be ladies' and gentlemen's cloak rooms and the cloak rooms should be equipped with furniture and fittings of the highest standard befitting a luxury hotel	10	N
<i>Conference facilities</i>			
12	There should be one each or more of Conference rooms, banquet halls and private dining rooms	10	N
<i>Shops</i>			
13	There should be a bookstall, florist, left luggage room, barber shop, recognised travel agency, beauty parlour, money changing and safe deposit facilities and chemist shop	20	D
<i>Lifts</i>			
14	There should be an adequate number of efficient lifts in buildings of more than two storeys, including the ground floor, with 24 hour service	10	N
<i>Furnishing and Lighting</i>			
15	All guest rooms should be adequate in size; should have adequate furniture of the highest standard and design; floors should have superior quality wall-to-wall carpeting; walls should be well finished with good quality materials: and drapers etc. should be well tailored and of rich materials	25	E

NOTE :—New hotels are advised to employ the services of professionally qualified and experienced interior designer of repute in the designing and decoration of bed rooms

Nc	Criteria	Marks	Essential (E) Necessary (N) Desirable (D)
16	Lighting arrangements and fixtures in the rooms/ bathrooms/public rooms/corridors etc. should be so designed as to ensure aesthetic as well as func- tional excellence	10	N
Telephones/Radios			
17	There should be a telephone in each room and public call telephones for the use of guests and visitors	10	E
18	There should be provision for a radio or relayed music in each room	5	D
Vacuum Jugs/Flasks			
19	There should be vacuum jugs/thermos flasks with ice- cold drinking water in each bed room	5	N
Dining Room			
20	There should be a well-equipped, well furnished and well maintained Dining Room/Restaurant, serving high class cuisine—Indian as well as Continental	25	N
Carpeting			
21	All public and private rooms should have a superior quality carpeting which should be well kept at all times	15	D
Linen			
22	There should be a plentiful supply of all linen/Blan- kets/towels, etc. which should be of the highest quality available and should be spotlessly clean. Bed linen and towels should be changed every day	10	N
Crockery			
23	Crockery, cutlery and glassware should be of the best quality	10	N
	NOTE : No piece of crockery in use should be chipped, cracked or crazed. The silverware should be kept well plated and polished at all times.		
Kitchen			
24	The kitchen, pantry and cold storage should be pro- fessionally designed to ensure efficiency of opera- tion and should be well equipped, well maintained, clean and hygienic	20	E
25	Washing of cooking utensils, crockery, cutlery, glas- sware etc. should be scientific and hygienic, pre- ferably with diswashing machines	15	E
Bar			
26	Wherever admissible by law, there should be an ele- gant bar/permit room with an atmosphere of com- fort and luxury	10	N

No.	Criteria	Marks	Essential (E) Necessary (N) Desirable (D)
<i>Entertainment</i>			
27	Orchestra (Indian or Western)/floor show and ball room facilities	10	D
<i>Services and Staff</i>			
28	Provision of 24 hours service		
	(a) Reception, information and telephone service	5	E
	(b) Room service (including provision of snacks and light refreshments)	10	E
29	Provision of laundry and dry cleaning service	5	N
30	Professionally qualified, highly trained, experienced, efficient and courteous staff	25	N
31	The staff should be in smart and clean uniforms	10	N
32	The staff coming into contact with guests should understand English and Supervisory and senior staff should possess good knowledge of English. At least one member of the senior staff knowing at least one of the Continental languages should be on duty all the time	10	D
<i>House Keeping</i>			
33	House-keeping should be of the highest possible standard	25	E
<i>Atmosphere</i>			
34	The hotel should have an atmosphere of elegance, luxury and good taste and give guests a feeling of well being	15	D
35	Special facilities	20	D
TOTAL		500	

The Committee has the authority to give minus marks upto a maximum of 20 under this head if the hotel suffers from certain features which detract from the high standards of performance and reputation expected of a hotel of this category.

NOTE (1) In order to qualify the establishment will have to pass in all items which are essential by obtaining 50% marks in each item and at least 66% in the aggregate of the essential items i.e. 1(a), 6, 7, 8, 15, 17(a), 24, 25, 28(a), 28(b) and 33. In the items which are 'necessary' one failure will be allowed. Pass marks in each item will be 50%. The overall aggregate will have to be at least 66% i.e. 330.

(2) All items except item Nos. 1(a), 7, 17(a), 17(b) have to be assessed both qualitatively as well as quantitatively. Greater emphasis on qualitative assessment will be given to item Nos. 1(c), 1(d), 6, 8, 10, 11, 14, 15, 16, 20, 21, 22, 24, 26, 30, 33 and 34.

REVISED CRITERIA FOR FOUR STAR (****) CATEGORY HOTELS

No.	Criteria	Marks	Essential(E) Necessary(N) Desirable(D)
Size			
1(a)	The hotel should have at least 25 lettable bed rooms	5	E
Location			
1(b)	The locality and environs including the approach should be such as can be considered suitable for a first-class hotel of international standards .	5	N
1(c)	The general construction of the building and its architectural features should be distinctive .	5	E
Maintenance			
1(d)	Maintenance of all sections of the hotel (i.e. building, furniture, fixtures, etc.) should be of a high standard	15	N
Parking			
2	There should be adequate parking space for cars .	5	D
Lawn			
3	There should be a lawn for the use of hotel guests .	10	D
Airconditioning			
4	All bedrooms should be airconditioned (except in hill stations where there should be good heating arrangements)	15	E
Bathrooms			
5	All rooms must have attached bathrooms of which at least 50% must have long baths	10	E
6	All bathrooms should be modern in design and should be equipped with fittings of a first class hotel with hot and cold water service. The floors and the walls should be covered with impervious material of good design and workmanship	20	E
Note.—This is an item of qualitative assessment and the quality of equipment, fittings, workmanship and maintenance will count towards making the assessment.			
Reception			
7	There should be a Reception and Information Counter staffed by trained and experienced personnel	10	N

No.	Criteria	Marks	Essential(E) Necessary(N) Desirable(D)
<i>Lounge</i>			
8	There should be a lobby and a well-appointed Lounge with reading and writing facilities, adequate to the size of the hotel. The lounge should be fully airconditioned (except in hill stations where there should be good heating arrangements)	10	N
<i>Conference Facilities</i>			
9	There should be a special room for conference/ banquets which should be fully airconditioned (except in hill station where there should be good heating arrangements)	10	D
<i>Cloak Rooms</i>			
10	There should be separate ladies' and gentlemen's cloak rooms equipped with fittings of a standard befitting a first class hotel	10	N
<i>Shops Etc.</i>			
11	There should be a bookstall, recognised travel agency, money changing and safe deposit facilities, left luggage room, barber shop and chemist shop	10	D
<i>Lifts</i>			
12	There should be an adequate number of lifts in buildings with more than 2 storeys including the ground floor	10	N
<i>Carpets</i>			
13	All public and private rooms should have high quality carpetting which should be well-kept at all times	15	N
<i>Furnishing and Lighting</i>			
14	All guest rooms should be adequate in size; should have adequate furniture of a high standard and design; floors should have wall to wall carpeting, or if the flooring is of a high quality (marble, mosaic etc.), carpets should be provided of a size proportionate to the size of the room (e.g. a room of the size of 180 sq. ft. should have a carpet of about 108 sq. ft.); walls should be well finished and drapes etc. should be well tailored and of high quality material	20	E
15	Lighting arrangements and fixtures in the rooms/ bathrooms/public rooms/corridors etc. should be so designed as to ensure functional excellence	10	N

No.	Criteria	Marks	Essential(E) Necessary(N) Desirable(D)
Telephones/Radios			
16	There should be a telephone in each room and public call telephone for the use of guests and visitors .	10	N
17	There should be provision for a radio or relayed music in each room	5	D
Vacuum Jugs			
18	There should be Vacuum jugs/flasks in each bed room with cold drinking water	5	D
Dining Room			
19	There should be a well equipped and well-maintained Dining room/restaurant which should be fully airconditioned (except in hill stations where there should be heating arrangements) serving good cuisine—Indian as well as Continental).	20	N
Linen			
20	There should be good supply of all linen/blankets/towels etc. which should be of the highest quality available and should be spotlessly clean. Bed linen and towels should be changed daily	10	N
Crockery			
21	Crockery, cutlery and glassware should be of the best quality available	10	N
Note.—No piece of crockery in use should be chipped, cracked or crazed. The silverware should be kept well plated and polished at all times.			
Kitchen and Washing			
22	The kitchen, pantry and cold storage should be professionally designed to ensure efficiency of operation and should be well equipped, well maintained, clean and hygienic	15	E
23	Washing of cooking utensils, crockery, cutlery, glassware etc. should be scientific and hygienic, preferably by diswashing machines	10	E
Bar			
24	Wherever admissible by law, there should be a fully airconditioned and elegantly furnished bar/permit room with an atmosphere of comfort	10	N

No.	Criteria	Marks	Essential(E) Necessary(N) Desirable(D)
Entertainment			
25	Orchestra (Indian or Western)/floor show and ball room facilities	10	D
Service			
26	Provision of 24 hours reception/telephone and room service. Room service should include snacks and light refreshments	10	N
27	Provision of laundry and dry-cleaning service	5	N
Staff			
28	Qualified, trained, experienced, efficient and courteous staff	15	N
29	Staff should be in smart and clean uniforms	10	N
30	The staff coming into contact with guests should understand English and Senior staff should possess good knowledge of English. At least one member of the senior staff should, in addition, know one of the Continental languages	10	D
House Keeping			
31	House-keeping should be of a high standard	20	E
Atmosphere			
32	The hotel should have an atmosphere of good taste and comfort and give guests a feeling of well being	15	D
33	Special facilities	15	D
TOTAL		400	

The Committee has the authority to give minus marks up to 15 under this head if the hotel suffers from certain features which detract from the high standards of performance and reputation expected of a first class hotel.

NOTE (1).—In order to qualify the establishment will have to pass in all items which are essential by obtaining 50% marks in each item and obtain at least 66% marks in the aggregate of the essential items i.e. 1(a), 1(c), 4, 5, 6, 14, 22, 23 and 31. In the items which are "necessary" one failure will be allowed. Pass marks in each item will be 50%. The overall aggregate will have to be at least 66% i.e. 265.

NOTE (2).—All items except item Nos. 1(a), 5, 16 have to be assessed both qualitatively as well as quantitatively. Greater emphasis on qualitative assessment will be given to item Nos. 1(c), 1(d), 4, 6, 8, 14, 19, 20, 21, 22, 23, 28 and 31.

REVISED CRITERIA FOR THREE STAR (***) CATEGORY HOTELS

No.	Criteria	Marks	Essential(E)
			<u>Necessary(N)</u> <u>Desirable(D)</u>
<i>Size</i>			
1(a)	The hotel should have at least 20 lettable bed rooms	5	E
<i>Location</i>			
1(b)	The locality and environs including the approach should be such as can be considered suitable for a very good hotel	5	N
1(c)	The architectural features and general construction of the building should be of a very good standard	5	N
<i>Maintenance</i>			
1(d)	Maintenance of the hotel in all sections (i.e. building, furniture, fixtures, etc.) should be of a good standard	10	N
<i>Parking</i>			
2	There should be adequate parking space for cars .	5	D
<i>Lawn</i>			
3	There should be a lawn or roof garden for the use of hotel guests	5	D
<i>Airconditioning</i>			
4	At least 50% of the rooms should be airconditioned (except in hill stations where there should be heating arrangements)	10	E
<i>Bathrooms</i>			
5	All rooms must have attached bathrooms . . .	10	E
6	All bathrooms should be modern in design and should be equipped with fittings of a good standard; hot and cold running water; the floors and walls should be covered with impervious material of good design and workmanship .	15	E
Note.—This is an item of qualitative assessment and the quality of equipment, fittings, workmanship and maintenance will count towards making the assessment.			
<i>Reception</i>			
7	There should be a reception and information counter attended by qualified and experienced staff .	10	N

No.	Criteria	Marks	Essential(E) Necessary(N) Desirable(D)
Lounge			
8	There should be a well-appointed lounge . . .	10	N
Cloak Room			
9	There should be separate ladies' and gentleman's cloak rooms and the cloak rooms should be equipped with fittings of a good standard .	5	D
Shopping			
10	There should be a bookstall, recognised travel agency, money changing and safe deposit facilities, and chemist shop	10	D
Lifts			
11	There should be an adequate number of lifts in buildings with more than 2 storeys including the ground floor	5	N
Furnishing and Lighting			
12	All guest rooms should be of a good size; should have furniture of a very good standard and design; floors should have good quality carpets/druggets; walls should be well finished and drapes etc. should be tailored and of good material	15	E
13	Lighting arrangements and fixtures in the rooms/bathrooms/public rooms/corridors etc. should be well designed ensuring complete satisfaction functionally	10	N
Telephones			
14(a)	There should be a telephone in each room except in seasonal hotels where there should be call bell in each room and a telephone on each floor for the use of hotel guests	10	D
(b)	Provision of telephone booth with public call facilities should also be made for visitors to the hotel	5	N
Vacuum Jugs			
15	There should be vacuum jugs/flasks in each bed room with cold drinking water	5	D
Dining Room			
16	There should be a well-equipped and well-maintained Dining Room/Restaurant serving good quality cuisine—Indian as well as Continental	20	E

No.	Criteria	Marks	Essential(E)
			Necessary(N) Desirable(D)
<i>Carpets</i>			
17 *	There should be carpets in all bedrooms and the floors of public rooms should be properly covered unless the flooring is of a very high standard	10	D
<i>Linen</i>			
18	There should be adequate supply of linen/blankets/towels etc. of good quality which should be kept clean. Linen should be changed 3 times a week and towels should be changed daily.	10	N
<i>Crockery</i>			
19	Crockery, cutlery and glassware should be of good quality	10	N
	Note.—No piece of crockery in use should be chipped, cracked or crazed. The silverware should be kept well plated and polished at all times.		
<i>Bar</i>			
20	Wherever admissible by law, there should be a bar/permit room	10	D
<i>Entertainment</i>			
21	Orchestra (Indian or Western)/floor show and ball room facilities	10	D
<i>Kitchen and Washing</i>			
22	The kitchen, pantry and cold storage should be well designed to ensure efficiency of operation and should be well equipped, well maintained, clean and hygienic	15	E
23	Washing of cooking utensils, crockery, glassware etc. should be hygienic, preferably by diswashing machine	15	E
<i>Staff and Service</i>			
24	Qualified, well trained, experienced, efficient and courteous staff	15	N
25	Provision of laundry and dry-cleaning service	5	N
26	The staff should be in smart and clean uniforms	5	N
27	The supervisory staff coming into contact with guests should understand English and senior staff should possess good knowledge of English	5	D

Sl. No.	Criteria	Marks	Essential(E)
			Necessary(N)
			Desirable(D)

House Keeping

28 House-keeping should be of a very good standard . 15 E

Atmosphere

29 The hotel should have the appearance of an efficiently run establishment 10 D

30 Special facilities 10 D

TOTAL 320

The Committee has the authority to give minus marks upto a maximum of 10 under this head if the hotel suffers from features which detract from the high standards of performance and reputation expected of a good hotel.

NOTE.—(1) In order to qualify the establishment will have to pass in all items which are essential by obtaining 50% marks in each item and also obtain at least 66% in the aggregate of the essential items i.e. item Nos. 1(a), 4, 5, 6, 12, 16, 22, 23 and 28. In the items which are 'necessary' one failure will be allowed. Pass marks in each item will be 50%. The overall aggregate will have to be at least 66% i.e. 210.

(2) All items except item Nos. 1, 5 and 14 have to be assessed both qualitatively as well as quantitatively. Greater emphasis on qualitative assessment will be given to item Nos. 1(d), 6, 8, 12, 16, 22, 23, 24 and 28.

REVISED CRITERIA FOR TWO STAR (**) CATEGORY HOTELS

No.	Criteria	Marks	Essential (E)
			<u>Necessary (N)</u> Desirable(D)
Size			
1(a)	The hotel should have at least 10 lettable bed rooms	5	E.
Location			
1(b)	The locality and environs including approach should be such as are suitable for a good hotel	5	N
1(c)	The building should be well constructed and in the case of new building, it should be designed by a competent architect	5	N.
Maintenance			
1(d)	Maintenance of all sections of the hotel, (i.e., building, furniture, fixtures, etc.) should be of a good standard	10	N
Air-Conditioning			
2	25% of the rooms should be air conditioned except in hill stations where there should be heating arrangements	15	N
Bathrooms			
3	All rooms should have attached bathrooms with showers	10	E.
4	All bathrooms should have modern sanitation and running cold water with adequate supply of hot water and toilet paper	15	E.
Bedrooms			
5	All rooms must be properly ventilated and should have all the necessary items of furniture, and these should be clean and comfortable	15	E
Lighting			
6	Lighting arrangements and fixtures in all rooms/bath rooms/public rooms/corridors etc. should be of a good standard and there should be fans in all parts of the hotel where they are needed	10	N
Telephone			
7(a)	There should be telephone or a call bell in each room	10	N
7(b)	There should be a public call telephone for the use of the visitors and residents	5	D

No.	Criteria	Marks	Essential (E)
			Necessary (N) Desirable (D)
<i>Linen</i>			
8	Clean good quality linen/blankets/towels, etc. should be supplied	10	N
<i>Lounge</i>			
9	There should be a reasonably well furnished lounge .	10	N
<i>Reception Counter</i>			
10	There should be a Reception Counter with telephone and a telephone on each floor for the use of hotel guests unless each room has a separate telephone .	15	N
<i>Dining Room</i>			
11	There should be a reasonably well maintained and well equipped Dining Room/Restaurant serving good, clean, wholesome food	15	N
<i>Crockery</i>			
12	There should be good quality crockery, cutlery and glassware	10	N
<i>Kitchen and Washing</i>			
13	There should be a clean, hygienic and well-equipped and well maintained kitchen and pantry . . .	20	E
14	There should be arrangements for hygienic washing of utensils, crockery, cutlery and glassware . . .	15	E
<i>Staff and Service</i>			
15	The staff should be experienced, courteous and efficient	10	N
16	Staff should be in smart and clean uniforms .	5	N
17	Laundry and drycleaning service should be provided	5	D
18	The supervisory staff coming into contact with guests should understand English and senior staff should possess knowledge of English	5	N
<i>House Keeping</i>			
16	House-keeping should be of a good standard .	15	E
20	Special facilities	10	D
TOTAL .		250	

The Committee has the authority to give minus marks up to 10 under this head if the hotel suffers from features which detract from the high standards of performance and reputation expected of a hotel of this category.

NOTE.—(1) In order to qualify, the establishment will have to pass in all items which are essential by obtaining 50% marks in each item and obtain at least 66% marks of the essential items in the aggregate *i.e.*, item Nos. 1(a), 3, 4, 5, 13, 14 and 19. In the items which are 'necessary' one failure will be allowed. Pass marks in each item will be 50%. The overall aggregate will have to be at least 66% *i.e.*, 165.

(2) All items except item Nos. 1(a), 2, 3, and 7 will be assessed both qualitatively as well as quantitatively. Greater emphasis on qualitative assessment will be given to item Nos. 1(d), 4, 5, 13, 14 and 19.



REVISED CRITERIA FOR ONE STAR (*) CATEGORY HOTELS

No.	Criteria	Marks	Essential(E)
			Necessary(N) Desirable(D)
Size			
1(a)	The hotel should have at least 10 lettable bed rooms .	5	E
Location			
1(b)	The locality and environs including the approach should be suitable	5	N
1(c)	The general construction of the building should be good	5	N
1(d)	Maintenance of the hotel (i.e., building, furniture, fixtures, etc.) should be of a reasonable standard	10	N
Bathrooms			
2	50% of the rooms should have attached bathrooms and there should be a bathroom for every three of the remaining rooms	10	E
	NOTE.—Not more than 50% of the rooms should have Indian style WCs.		
3	All bathrooms should have modern sanitation and running cold water with adequate supply of hot water, soap and toilet paper	15	E
Bedrooms			
4	Rooms should be properly ventilated and should have clean and comfortable beds and furniture	10	E
Lighting			
5	There should be proper lighting arrangements and fixtures, and fans in all rooms	10	N
Linen			
6	Clean and good quality linen/blankets/towels etc. should be supplied	10	N
Reception counter			
7	There should be a Reception Counter with telephone and there should be a public call telephone for the use of the visitors and residents	15	D
Dining Room			
8	There should be a clean and moderately well-equipped Dining Room/Restaurant serving good wholesome food	15	N

No.	Criteria	Marks	Essential (E)
			Necessary(N)
			Desirable (D)
<i>Crockery</i>			
9	There should be crockery, cutlery and glassware of good quality	10	N
<i>Kitchen</i>			
10	There should be a clean hygienic and well-equipped and well-maintained kitchen and pantry	15	E
<i>Washing Arrangements</i>			
11	There should be arrangements for hygienic washing of utensils, crockery, cutlery and glassware	15	E
<i>Staff and Service</i>			
12	The staff should be [experienced, courteous and efficient.	10	N
13	Staff should be in smart and clean uniforms .	5	N
14	Laundry and drycleaning service should be provided	5	D
15	The senior staff coming into contact with guests should possess working knowledge of English .	5	N
<i>House-keeping</i>			
16	House-keeping should be of a good standard .	15	E
17	Special facilities	10	D
TOTAL .		200	

The Committee has the authority to give minus marks up to a maximum of 10 under this head if the hotel suffers from features which detract from high standards of performance and reputation expected of a good hotel.

NOTE.—(1) In order to qualify, the establishment will have to pass in all items which are essential by obtaining 50% marks in each item and obtain at least 66% marks in the aggregate of the essential items *i.e.*, item Nos. 1(a), 2, 3, 4, 10, 11 and 16. In the items which are 'necessary' one failure will be allowed. Pass marks in each item will be 50%. The overall aggregate will have to be at least 66% *i.e.*, 132

(2) All items except item Nos. 1(a), 2 have to be assessed both qualitatively as well as quantitatively. Greater emphasis on qualitative assessment will be given to item Nos. 1(d), 3, 4, 10, 11, 16.

ANNEXURE VI

STATEMENT SHOWING ROOMS IN EACH CATEGORY OF CLASSIFIED HOTELS

	No. of hotels	No. of rooms	No. of beds	No. of aircon- ditioned rooms	No. of aircon- ditioned beds
Five Star Hotels (*****) .	13	2,216	3,843	2,100	3,615
Four Star Hotels (****) .	25	1,809	3,107	1,578	2,725
Three Star Hotels (***) .	34	1,577	2,690	815	1,351
Two Star Hotels (**) .	59	2,129	3,474	572	1,032
One Star Hotels (*) .	35	1,076	1,902	179	301
TOTAL	166	8,807	15,016	5,244	9,024



ANNEXURE VH

NOTE ON THE MANUALLY OPERATED DISH-WASHING SYSTEM

Given below are the steps to be employed for manually operated dish-washing system, a sketch for which is given on next page.

Step 1

All the refuse and left-overs on the plates be scrapped off by using a rubber spatula and deposited in a garbage can.

Step 2

For better efficiency the plates should be flushed with warm water before putting them into the wash sink.

Step 3

The plates should be put in the first sink which should contain hot water at 110° F and also a detergent. (The detergents recommended are "Teapol" and "Lidet" or any other detergent of equal efficiency). The dishes may be washed with hand but rubber gloves should be worn when washing the dishes. The water together with the detergent should be changed frequently to ensure proper efficiency of the detergent as well as the cleanliness of water.

Step 4

Dishes should be removed from sink I to sink II. Sink II should contain warm water. In this sink the dishes have to be rinsed to remove all dissolved residuals.

Step 5

From sink II the dishes should be removed in a plastic coated steel-wire basket and immersed in sink III for sterilization. The temperature of the water in sink III should be 170° F and the minimum length of time that dishes should be kept in this sink is two minutes. Plates should be removed from the sink in the basket and allowed to air-dry themselves before stacking. No cloth should be used to wipe the dishes otherwise the object of sterilization is defeated.

NOTE:—The sketch provided in this report indicates the minimum size of sinks which is 12" × 12". It is felt necessary to caution that this is the minimum size and in most cases the sinks required will have to be much larger than the one provided in the sketch.

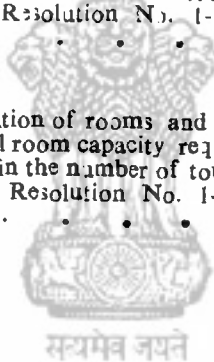
(The sketch and the note on the methodology of manually operated dish-washing system have been provided by Shri Lalit Nirula who is B.A. Hons. from Delhi University and holds a degree of B.S. (Cornell) in Hotel Management).

REPORT OF THE HOTEL REVIEW & SURVEY COMMITTEE

PART II

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14. Goa	116
15. Hyderabad	100
16. Jaipur	85
17. Khajuraho	113
18. Lucknow	109
19. Madras	80
20. Madurai	95
21. Mysore	98
22. Patna	107
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CHAPTER III

SURVEY OF THE REQUIREMENTS OF THE HOTEL BED CAPACITY

1. According to the second term of reference, the Committee was to survey the requirements of additional hotel bed capacity at the important tourist centres to be provided by both public and private sectors by the end of the Fourth Five Year Plan *i.e.* March, 1974 and also to recommend the type of hotels suited for each place. The tourist centres for which the survey was to be made are as follows :—

Agra, Ahmedabad, Ajanta-Ellora, Aurangabad, Bombay, Bangalore, Bhubaneswar, Calcutta, Cochin-Ernakulam, Darjeeling, Delhi, Gulmarg, Goa, Hyderabad, Jaipur, Jammu, Khajuraho, Kancheepuram, Konarak, Madurai, Madras, Mahabalipuram, Mysore, Puri, Srinagar, Tanjore, Trivandrum, Udaipur, Varanasi ; and

such other places as the Committee may unanimously agree to add to this list.

2. In order to make any projections into the future requirements of the hotel beds in the country, certain assumptions had to be made by the Committee. These assumptions are :—

2.1. There will be no political, social or economic upheaval in the world during the period for which the projections are made ;

2.2. that the countries from where the largest number of tourists come to India, namely, U.S.A., Canada, U.K. and countries in the West Europe and Japan will continue to enjoy the economic affluence that they have for the last two decades or so. In fact the rate of economic growth and prosperity will continue to be as forecast by all economic experts in respect of these countries. In the unforeseen event of serious economic recession in any one or all of these countries, the projections made in this Report may be invalidated ;

2.3. that the political, economic and social conditions in India will continue to remain stable. Any unforeseen deterioration in the economic, political or social conditions in India would also seriously affect the figures arrived at by this Committee in respect of future projections ;

2.4. should relations between India and its neighbouring countries of China and Pakistan radically improve to an extent that travel and

trade between India and these countries became completely free and totally unhampered; in that event also the projections made here particularly in the later years from 1976 to 1981 will be greatly affected. Such a circumstance, naturally, will be viewed as favourable inasmuch as hundreds of thousands of travellers can be expected to come to India from these two neighbouring countries. In the projections that the Committee has made, no provision has been made for tourists from China or Pakistan although every right thinking person devoutly hopes that our relations with both our neighbours would soon become so warm, cordial and friendly that there would be an enormous flow of traffic to India from these countries.

3. In accordance with the figures available with the Committee there were, on 31-12-1968, 7013 hotel rooms in the 29 important tourist centres surveyed by the Committee. This number includes all hotel rooms whether of five, four, three, two or one star category. Ordinarily, in all the computations made by the Department of Tourism no account is taken of the room capacity offered by one and two star hotels as these are not always suitable for tourists. In this survey, we have taken all rooms regardless of the starrage of the hotel so long as the hotel establishment is an approved one. This has been done because in many tourist centres surveyed by the Committee, there were no hotels of three, four or five star category at all. Besides, before granting even one-star rating, the Committee kept in view the consideration that the hotel should meet the minimum requirements that every international traveller, however, modest his means, would require. Further, as the volume of tourist traffic to India increases, the number of tourists who will be satisfied with amenities offered by one and two star hotels is bound to increase very rapidly.

4. The projections have been made with 1968 as the base. A formula called the R-Factor has been evolved by taking into account the following variables and constants :—

4.1. The total number of tourists expected to visit India in a given year in the context of the global movement of tourist traffic.

4.2. The share of this total traffic which a particular tourist centre will receive in a given year.

4.3. The proportion of foreign tourists to Indian tourists visiting and using hotel facilities in a given centre for a given year.

4.4. The assumption that on an average 25% of the rooms will have double occupancy, based on the actual working experience of the hotels.

4.5. The assumption that 70% is the ideal occupancy ratio for a hotel. This ratio ensures fair and reasonable utilisation of hotel capacity. The following is an example to illustrate this formula :—

Let us take Delhi as an example to work out the R-Factor. The variables and the constants in this case are :—

1. No. of days hotels remain open in a year 365.
2. Average length of stay of tourists in Delhi 3 nights.
3. Ideal occupancy ratio is assumed at 70 % of the total room capacity.
4. Percentage of rooms which have double occupancy is assumed at 25%.
5. Ratio of foreign tourists to Indian tourists 60 : 40.

$$\therefore \text{R. Factor} = \frac{1}{365} \times \frac{3}{1} \times \frac{100}{70} \times \frac{100}{125} \times \frac{100}{60} = \frac{8}{511}$$

In order to get the number of hotel rooms required in Delhi in any given year, say in 1968, we have to take total number of tourists say 't' who are expected to visit India and work out from it the number of tourists estimated to visit Delhi by multiplying 't' with 55.9%, the percentage of tourists who visit Delhi. The product may be described as 't' × 55.9. (The percentage 55.9 is based on the Research Study conducted by Dr. V. G. Bhatia, Director Transport Research, Ministry of Transport & Shipping. See also page 72).

By multiplying R. Factor with 't' × 55.9 we will get the number of rooms required in Delhi for the year 1968,

$\therefore$ Number of rooms required = $R \times t \times 55.9\%$

$$= \frac{8}{511} \times \frac{207000}{1} \times \frac{559}{1000} = 1811$$

5. The most vital postulate of all the variables was the number of expected tourists who would come to India from 1968 to 1974 and beyond. For this, there were three sets of figures available to the Committee. According to the projections made by the Statistical. Unit of the Department of Tourism, the number of tourists expected at the normal rate of growth by 1973 is 3,81,436. This projection assumes a 12% rate of growth for the years 1968, 1969 and 1970 and 15% rate of growth for the years 1971, 1972 and 1973. The second set of figures is on the basis of the percentage increases of traffic in the Far East, worked out by the Boeing Aeroplane Company, Seattle. According to projection based on these figures, the number of tourists to India will be as follows :—

1968		207,000
1969		238,000
1970		273,700
1971		314,800
1972		362,000
1973		416,300

Thirdly, the Minister for Tourism & Civil Aviation has set a target of 600,000 tourists by 1973. If this target is to be met, the number of tourist arrivals between 1968 and 1973 will have to be somewhat as follows :—

1968	.	.	.	.	.	.	.	.	.	.	.	219,410
1969	.	.	.	.	.	.	.	.	.	.	.	268,360
1970	.	.	.	.	.	.	.	.	.	.	.	328,550
1971	.	.	.	.	.	.	.	.	.	.	.	402,580
1972	.	.	.	.	.	.	.	.	.	.	.	590,590
1973	.	.	.	.	.	.	.	.	.	.	.	605,590

This target assumes a rate of growth of 22.5% compound per annum.

6. The Committee very carefully discussed all three projections in detail and decided to adopt the second projection *i.e.* the one derived from the study made by the Boeing Company. This assumes a rate of growth of 13% compound per annum which runs almost parallel to the growth of tourist traffic in India between the years 1956 to 1967 which was as follows :

1956	.	.	.	.	.	.	.	.	.	.	.	65,887
1957	.	.	.	.	.	.	.	.	.	.	.	80,554
1958	.	.	.	.	.	.	.	.	.	.	.	92,202
1959	.	.	.	.	.	.	.	.	.	.	.	109,464
1960	.	.	.	.	.	.	.	.	.	.	.	123,095
1961	.	.	.	.	.	.	.	.	.	.	.	139,804
1962	.	.	.	.	.	.	.	.	.	.	.	134,360
1963	.	.	.	.	.	.	.	.	.	.	.	140,821
1964	.	.	.	.	.	.	.	.	.	.	.	156,673
1965	.	.	.	.	.	.	.	.	.	.	.	147,900
1966	.	.	.	.	.	.	.	.	.	.	.	159,603
1967	.	.	.	.	.	.	.	.	.	.	.	179,565

The growth of tourist traffic from 65,887 in 1956 to 1,79,565 in 1967 yields a growth rate of 9.6% compound. Unfortunately, in this period tourist traffic to India received a serious set-backs in 1962 and 1965 when instead of the traffic increasing, it declined. If we disregard these two years, we will be left with 9 years which will yield a growth rate of 13% compound. The fact that in the past when the tourist traffic was

growing healthily, the growth rate was 13% and that the Boeing study for Far East traffic as applied to India also gives a growth of 13% compound, the Committee felt that this was the most reasonable growth rate to be postulated for our projections.

7. The resultant projection is considerably lower than the target set by the Minister of Tourism & Civil Aviation. However, projections have also been made beyond 1973 and according to figures accepted by the Committee, the target of 600,000 tourists is attainable by 1976. Therefore, the hotel capacity required when the tourist traffic reaches 600,000 is given in the Tables prepared by the Committee. Only, these figures would relate to 1976 instead of to 1973.

8. In taking a relatively modest growth rate for the projections of future tourist arrivals to India, the Committee was not unmindful of the huge volume of tourist traffic in the world. It is recognised that Spain in 1966 received 15.8 million tourists, that Canada received 12.9 million tourists. That France received 11.8 million tourists and that India received only 1,59,000 in the same year. It is quite clear that there is a very large unrealised latent potential of tourist traffic for India. Nobody can contest this proposition. For example, it is believed that, 81,000 U. S. nationals residing in U.S.A. went around the world in 1967. All these travellers could be reasonably expected to visit India, but India received only 43,041 U.S. tourists in 1967 and a fair proportion of these were not residents of the U.S.A. It is just one example which illustrates the size of the unrealised potential. However, when figures of tourist arrivals to India are compared with similar figures of tourist arrivals in countries like Spain, Canada, France and U.S.A., one fact is very often lost sight of and that is that more than 95% of the huge volume of traffic that these countries received is made up of tourists coming from their neighbouring countries. Spain for example received 12.2 million tourists in 1965. Out of this 5.5 million tourists came from France, another 1.1 million from Germany, a little over 1 million from U.K., 9,10,000 from Portugal and so on. But there were very few tourists from the distant countries of Latin America and Asia. 41,907 came from Canada, 21,462 from Venezuela, 14,683 from Brazil and 29,907 came from all countries of Asia. Unfortunately, India does not have the advantage that the European countries enjoy because she is not surrounded by large populous countries which have an affluent economy and whose nationals are in a position to travel for pleasure abroad in large numbers. Besides, political conditions also complicate this movement from neighbouring countries to a large extent. Our traffic comes from countries which are situated at least 6,000 to 7,000 miles away or in some cases like U.S.A. 10,000 to 12,000 miles away. If we take into account the traffic that Spain, Canada, France and U.S.A. receive from countries as distant as 6,000 to 10,000 miles away, the number of such tourists even to these countries is very very small indeed because the longer the distance, the smaller the volume of traffic that one can expect to have. This position is also demonstrated by the fact that Japan which is one of the best organised countries in the world from

the point of view of welcoming tourists receives a not much larger number of German, French and English tourists than India simply because the distance to Japan from these countries is so much greater than to India. Therefore, in the view of the Committee, it is patently clear that nothing is gained by comparing the volume of tourist traffic of international travellers to India with the tourist traffic of many European countries. Such a comparison is misleading and in so far as planning and development of the travel plant in India is concerned, it is of little value.

9. Based upon the Committee's conclusion the acceptable annual rate of growth indicated in para 6, the projections have been made in respect of all the important tourists centres enumerated in Ministry of Tourism and Civil Aviation Resolution No. 1-HASC(1)/67 dated the 7th February, 1968 and are given in Annexures at pages 73 to 115 of this Report. A synopsis has also been made of the number of hotel rooms required in the 29 tourist centres and is given on pages 116-117 of this Report. The Committee would like to stress that these projections should not be construed as a feasibility study by prospective hotel entrepreneurs, as these take into account only the hotel capacity required for the projected growth in tourist traffic and not the economics of individual hotel projects. According to the synopsis, we would require an addition of 10,433 rooms by 1973 in one to five star category hotels and 18,906 by 1976. (In other words, if we assume that we are going to have 600,000 tourists by the end of 1973, the shortage of hotel rooms would be 18906). The most acute shortage appears to be in Bombay which requires 4,352 rooms by 1973 and 6,864 rooms by 1976. Calcutta and Delhi would require about 1,300 additional rooms each by 1973, and by 1976 Delhi would require 3,026 additional rooms and Calcutta 2,264. Madras is the next most important city requiring additional hotel capacity. It would need 919 rooms by 1973 and 1,787 by 1976. In other words more than 75% of the additional capacity will be required in the four major cities of Bombay, Calcutta, Delhi and Madras.

10. As an academic exercise, the projections have been made right upto 1981 when it is estimated that we would receive 1 million tourists and the city of Delhi alone would need 6,577 additional rooms as against 2,350 rooms available at present.

11. While studying the tables giving the projections of future shortages of hotel capacity in different centres in India, one must not accept these figures at their face value but should before launching a new hotel project, study them very analytically. For example, according to Table on pages 73-73A Delhi/New Delhi has a surplus of 539 rooms in 1968 or a surplus of 263 rooms in 1969 while travel agents and airline representatives continue to complain that there is a shortage of hotel capacity in Delhi and this is very true. This apparent discrepancy is explained by the fact that in taking the total capacity available in Delhi, accommodation in all categories of hotels from one-star to five-star has been included whereas the tourist traffic to Delhi as it is constituted at present predominantly demands accommodation in the five and four

star hotels. This is an anomalous situation in as much as the most expensive hotels in Delhi have an occupancy ratio of well beyond 90% throughout the year while the most economically priced hotels like the Lodhi nad Ranjit have an occupancy ratio of well below 40%, although they offer a bargain in hotel value. The explanation for this paradoxical situation is that the tourist traffic to India is made up of a few selected people who broadly speaking, come from very affluent classes and to them the consideration of hotel quality is much more important than the prices. By the same token, the shortage of hotel rooms in Calcutta is shown at only 1310 by 1973. This figure can also be misleading in a sense because in determining the shortage, we had to take into account all hotel rooms available at present. But the truth of the matter is that the "hotel plant" in Calcutta is so obsolete that many of the hotels in Calcutta may have to sit up and take notice once a couple of modern, superior hotels of five-star category go into business there. One is therefore advised to carefully analyse the mathematical computations as given in the projection tables.

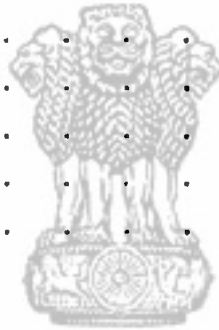
12. Under the terms of reference, the Committee was also required to recommend the type of hotels suited for each tourist centre. On the basis of the data collected by the Committee, it is possible to make reasonable projections of the shortage of hotel capacity in each centre, but it is relatively much more difficult to determine the exact type or types of hotels which would fill this shortage most effectively. To determine whether in a particular centre a five, four or three star or a hotel of a lower category would be most suitable is largely a matter of business judgement which can be made after a careful market survey and feasibility study conducted by a team of professionals in the field of market research. This Committee was not equipped to undertake 29 separate market research projects which alone could give a satisfactory answer to the question of the exact types of hotels suited to each centre. The Committee has all the same made an attempt to divide the shortage of hotels capacity in each tourist centre in the different star categories. In making this plan, the existing pattern of hotel accommodation of taining in the tourist centres has been the first premise. For example, if in a particular centre about 33% of the rooms are in the 5 star category and the rest in the lower star categories with the five star category hotels, attracting a larger share of the market as evidenced by the occupancy ratios, the conclusion drawn is that in any programme of expansion of hotel accommodation in such a centre, the proportion of five star hotels as obtaining at present should be maintained. The fact that as a tourist market expands, the need for hotels in the lower categories will increase, has also been borne in mind. Finally, the proportion of foreign tourists to Indian tourists has also been regarded as an important factor in determining the type of hotel accommodation needed at a particular tourist centre. If the proportion of foreign tourists to Indian tourists at a particular centre is predominantly in favour of foreign tourists, accommodation of the higher star category has been recommended. Conversely, if the proportion of Indian tourists is larger than that of

foreign tourists, a lower star category of accommodation has been recommended. A statement showing the division of hotel capacity in different star categories in 29 tourist centres is given in statements on pages 119-121. Part I of the statement relates to the period 1968 to 1973 and Part II covers 1968 to 1976.

13. *How is the hotel building programme to be financed.*—In the two statements mentioned in Part I & II above are also included the estimated costs for constructing the hotels needed in the various centres on the basis of projections made in this Report. To build 10,290 rooms needed by 1973, a capital outlay of Rs. 69.87 crores at the current prices is required. How is this large sum of money going to be raised? First and foremost, there is a provision of Rs. 5 crores in the Fourth Five Year Plan for Tourism for giving loans to hotels. In order to receive Rs. 5 crores in loans the borrowers will have to provide roughly another Rs. 5 crores from their own resources. This will thus make a total investment of Rs. 10 crores. India Tourism Development Corporation has also a provision of Rs. 5 crores for hotel construction. There are in addition 3 foreign collaborated hotel projects underway at the present moment and these would involve an investment of roughly Rs. 15 crores, the major portion of which will come from the Cooley Funds. On the basis of information available with the Hotel Section of the Department of Tourism, it is estimated that about 4,000 rooms involving an investment of roughly Rs. 20 crores are either under construction or likely to be constructed in the next five years in the private sector without any financial assistance from the Government. These various sources of finance will add up about to Rs. 50 crores. It may be mentioned here that the above estimates are on the optimistic side. Even, so, this still leaves a shortfall of about Rs. 20 crores. It will be impossible to meet this shortfall unless the amount of Rs. 5 crores provided for in the Hotel Loan Scheme is increased to Rs. 10 crores and at least three to four other internationally collaborated hotel projects are approved by the Government. This Committee therefore recommends that the provision of Rs. 5 crores in the Hotel Loan Scheme be raised to Rs. 10 crores and that the Government encourage the building of internationally collaborated hotels in India on satisfactory terms and conditions. In the opinion of the Committee, the building of hotels with international collaboration will not only add to the financial resources of the industry, but will also help set the pace for high standards of hotel keeping in the country.

Projected growth of tourists traffic to India—1968 to 1981 — derived from the Study made by the Boeing Aeroplane Company, Seattle.

1968	.	.	.	.	.	.	.	.	.	2,07,000
1969	.	.	.	.	.	.	.	.	.	2,38,000
1970	.	.	.	.	.	.	.	.	.	2,73,700
1971	.	.	.	.	.	.	.	.	.	3,14,800
1972	.	.	.	.	.	.	.	.	.	3,62,000
1973	.	.	.	.	.	.	.	.	.	4,16,300
1974	.	.	.	.	.	.	.	.	.	4,78,700
1975	.	.	.	.	.	.	.	.	.	5,50,600
1976	.	.	.	.	.	.	.	.	.	6,05,600
1977	.	.	.	.	.	.	.	.	.	6,56,200
1978	.	.	.	.	.	.	.	.	.	7,38,800
1979	.	.	.	.	.	.	.	.	.	8,06,100
1980	.	.	.	.	.	.	.	.	.	9,08,700
1981	.	.	.	.	.	.	.	.	.	10,00,000



सत्यमेव जयते

Percentage-wise share of Tourists who visited the following Places in India

Sr. No.	Places visited	Percentage
1	Delhi	55.9
2	Bombay	53.0
3	Agra	35.1
4	Calcutta	32.0
5	Madras	21.5
6	Banaras	9.7
7	Jaipur	9.5
8	Bangalore	5.6
9	Srinagar	2.8
10	Ahmedabad	2.8
11	Aurangabad	2.6
12	Cochin	1.8
13	Poona	1.7
14	Madurai	1.7
15	Trivandrum	1.7
16	Mysore	1.5
17	Hyderabad	1.5
18	Darjeeling	1.3
19	Udaipur	1.2
20	Amritsar	1.2
21	Trichy	1.2
22	Chandigarh	0.9
23	Patna	0.8
24	Bhubaneswar	0.8
25	Puri	0.8
26	Goa	0.8
27	Ooty	0.7

Sr. No.	Places visited	Percentage
28	Lucknow	0.6
29	Simla	0.5
30	Pondicherry	0.5
31	Khajuraho	0.4
32	Mussoorie	0.3
33	Shillong	0.3
34	Durgapur	0.3
35	Allahabad	0.3
36	Tirupati	0.3
37	Nainital	0.3
38	Neyvelli	0.2
39	Bhopal	0.2
40	Gaya	0.1
41	Kodaikanal	0.1

Source.—"Economic Survey of Tourism in India—study made by Dr. V. G. Bhatia, Director, Transport Research, Ministry of Transport and Shipping.

*Projection of Hotel Room Capacity required in Delhi/New Delhi
1968—1981*

Year :	No. of tourists expected in Delhi/ New Delhi	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus (+) Short- age (-)
1	2	3	4	5	6
1968	$2,07,000 \times 55.9\% = 1,15,700$	$\times \frac{8}{511}$	$= 1,811$	2350	+539
1969	$2,38,000 \times 56.0\% = 1,33,280$	$\times \frac{8}{511}$	$= 2,087$	2350	+263
1970	$2,73,700 \times 56.1\% = 1,53,500$	$\times \frac{8}{511}$	$= 2,403$	2350	-53
1971	$3,14,800 \times 56.2\% = 1,76,900$	$\times \frac{8}{511}$	$= 2,700$	2350	-420
1972	$3,62,000 \times 56.3\% = 2,03,800$	$\times \frac{8}{511}$	$= 3,191$	2350	-841
1973	$4,16,300 \times 56.4\% = 2,34,800$	$\times \frac{8}{511}$	$= 3,676$	2350	-1326
1974	$4,78,700 \times 56.5\% = 2,70,500$	$\times \frac{8}{511}$	$= 4,235$	2350	-1885
1975	$5,50,600 \times 56.6\% = 3,11,600$	$\times \frac{8}{511}$	$= 4,880$	2350	-2530
1976	$6,05,600 \times 56.7\% = 3,43,400$	$\times \frac{8}{511}$	$= 5,376$	2350	-3026

1	2	3	4	5	6
1977	$6,56,200 \times 56.8\% = 3,72,700$	$\times \frac{8}{511} =$	5,835	2350	-3485
1978	$7,32,800 \times 56.9\% = 4,17,000$	$\times \frac{8}{511} =$	6,528	2350	-4178
1979	$8,06,100 \times 57.0\% = 4,59,500$	$\times \frac{8}{511} =$	7,193	2350	-4843
1980	$9,08,700 \times 57.1\% = 5,18,900$	$\times \frac{8}{511} =$	8,123	2350	-5773
1981	$10,00,000 \times 57.2\% = 5,70,200$	$\times \frac{8}{511} =$	8,927	2350	-6577

Variables

1. Number of expected tourists	55.9% to 57.2% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	3 nights.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	60 : 40
7. Resultant factor.	$\frac{8}{511}$

Details of rooms available

1. Ashoka Hotel	491
2. Oberoi Intercontinental	350
3. Claridges	124
4. Imperial	103
5. Ambassador	87
6. Janpath	214
7. Oberoi Maidens.	113
8. Rajdoot	55
9. Vikram	72
10. Diplomat.	25
11. Nirulas	33
12. Broadway	31

13. Flora	.	.	.	.	.	.	.	.	27
14. Metro	.	.	.	.	.	.	.	.	10
15. Lodhi	.	.	.	.	.	.	.	.	250
16. Ranjit	.	.	.	.	.	.	.	.	214
17. Y. M. C. A.	.	.	.	.	.	.	.	.	118
18. Manor Country House	.	.	.	.	.	.	.	.	16
19. Bhagirath	.	.	.	.	.	.	.	.	16
TOTAL									2350

Projection of Hotel Room Capacity required in Bombay 1968—1981

Year	No. of tourists expected in Bombay	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus(+) Shortage (—)
1	2	3	4	5	6
1968	$2,07,000 \times 53.0\% = 1,09,710$	$\times \frac{64}{2555}$	$= 2,743$	1174	—1574
1969	$2,38,000 \times 53.0\% = 1,26,140$	$\times \frac{64}{2555}$	$= 3,159$	1174	—1985
1970	$2,73,700 \times 53.0\% = 1,45,061$	$\times \frac{64}{2555}$	$= 3,633$	1174	—2459
1971	$3,14,800 \times 53.0\% = 1,66,844$	$\times \frac{64}{2555}$	$= 4,179$	1174	—3005
1972	$3,62,000 \times 53.0\% = 1,91,800$	$\times \frac{64}{2555}$	$= 4,805$	1174	—3631
1973	$4,16,300 \times 53.0\% = 2,20,639$	$\times \frac{64}{2555}$	$= 5,526$	1174	—4352
1974	$4,78,700 \times 53.0\% = 2,53,711$	$\times \frac{64}{2555}$	$= 6,360$	1174	—5166
1975	$5,50,600 \times 53.0\% = 2,91,818$	$\times \frac{64}{2555}$	$= 7,309$	1174	—6135
1976	$6,05,600 \times 53.0\% = 3,20,918$	$\times \frac{64}{2555}$	$= 8,038$	1174	—6864

1	2	3	4	5	6
1977	$6,56,200 \times 53.0\% = 3,47,786$	$\times \frac{64}{2555} =$	8,711	1174	-7537
1978	$7,32,800 \times 53.0\% = 3,88,384$	$\times \frac{64}{2555} =$	9,728	1174	-8554
1979	$8,06,100 \times 53.0\% = 4,27,233$	$\times \frac{64}{2555} =$	10,701	1174	-9527
1980	$9,08,700 \times 53.0\% = 4,81,611$	$\times \frac{64}{2555} =$	12,063	1174	-10889
1981	$1,000,000 \times 53.0\% = 5,30,000$	$\times \frac{64}{2555} =$	13,275	1174	-12101

Variables

1. Number of expected tourists	53% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	4 nights.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	50 : 50.
Resultant Factor	64
	2555

Details of rooms available :

1. Taj Mahal Hotel	261
2. Sun-N-Sand	130
3. Natraj	82
4. Ambassador	81
5. West-end	75
6. Ritz	74
7. Palace Ajanta	35
8. Shalimar	74
9. Ascot	23
10. Grand	64

11. Airlines	47
12. South End	45
13. Astoria Hotel	64
14. Sea Green	38
15. Sea Palance	30
16. Sea Green (South)	36
17. Parkway	15
TOTAL	1174

Projection of Hotel Rooms Capacity required in Calcutta 1968—1981

Year	No. of tourists expected in Calcutta	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus+ Shortage (—)
1	2	3	4	5	6
1968	$2,07,000 \times 31.9\% = 66,033$	$\times \frac{8}{511}$	$= 1034$	789	—245
1969	$2,38,000 \times 31.9\% = 75,922$	$\times \frac{8}{511}$	$= 1189$	789	—400
1970	$2,73,700 \times 31.9\% = 87,311$	$\times \frac{8}{511}$	$= 1367$	789	—578
1971	$3,14,800 \times 31.9\% = 90,422$	$\times \frac{8}{511}$	$= 1416$	789	—627
1972	$3,62,000 \times 31.9\% = 1,15,478$	$\times \frac{8}{511}$	$= 1808$	789	—1019
1973	$4,16,300 \times 32.2\% = 1,33,048$	$\times \frac{8}{511}$	$= 2099$	789	—1310
1974	$4,78,700 \times 32.2\% = 1,54,141$	$\times \frac{8}{511}$	$= 2413$	789	—1624
1975	$5,50,600 \times 32.2\% = 1,77,293$	$\times \frac{8}{511}$	$= 2776$	789	—1987
1976	$6,05,600 \times 32.2\% = 1,95,003$	$\times \frac{8}{511}$	$= 3053$	789	—2264

1	2	3	4	5	6
1977	$656200 \times 32.2\% = 211296$	$\times \frac{8}{511} =$	3308	789	—2519
1978	$732800 \times 32.2\% = 235961$	$\times \frac{8}{511} =$	3694	789	—2905
1979	$806100 \times 32.2\% = 259534$	$\times \frac{8}{511} =$	4063	789	—3274
1980	$908700 \times 32.2\% = 292601$	$\times \frac{8}{511} =$	4581	789	—3792
1981	$1000000 \times 32.2\% = 322000$	$\times \frac{8}{511} =$	5040	789	—4251

Variables

1. Number of expected tourists	
for the first 5 years	31.9% per annum.
for next years	32.2%
2. Days of a year	365
3. Average length of stay of tourists	2 nights.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	40 : 60
7. Resultant Factor	8
	511

Details of rooms available :

1. Oberoi Grand Hotel	246
2. Great Eastern Hotel	275
3. Park Hotel	105
4. Spences Hotel	38
5. Fairlawn Hotel	21
6. Majestic Hotel	18
7. New Kenilworth Hotel	44
8. Carlton Hotel	20
9. Lytton Hotel	22
TOTAL	789

Projection of Hotel Room Capacity required in Madras 1968—1981

Year	No. of tourists expected in Madras	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus + Shortage
1968	$207000 \times 21.5\% = 44505$	$\times \frac{48}{2555}$	= 836	841	+5
1969	$238000 \times 21.7\% = 51646$	$\times \frac{48}{2555}$	= 972	841	-131
1970	$273700 \times 21.9\% = 59940$	$\times \frac{48}{2555}$	= 1128	841	-287
1971	$314800 \times 22.1\% = 69570$	$\times \frac{48}{2555}$	= 1308	841	-467
1972	$362000 \times 22.3\% = 80726$	$\times \frac{48}{2555}$	= 1516	841	-675
1973	$416300 \times 22.5\% = 93667$	$\times \frac{48}{2555}$	= 1760	841	-919
1974	$478700 \times 22.7\% = 108664$	$\times \frac{48}{2555}$	= 2040	841	-1199
1975	$550600 \times 22.9\% = 126087$	$\times \frac{48}{2555}$	= 2368	841	-1527
1976	$605600 \times 23.1\% = 139893$	$\times \frac{48}{2555}$	= 2628	841	-1787
1977	$656200 \times 23.3\% = 152894$	$\times \frac{48}{2555}$	= 2872	841	-2081
1978	$732800 \times 23.5\% = 172208$	$\times \frac{48}{2555}$	= 3236	841	-2395
1979	$806100 \times 23.7\% = 191045$	$\times \frac{48}{2555}$	= 3588	841	-2747
1980	$908700 \times 23.9\% = 217179$	$\times \frac{48}{2555}$	= 4080	841	-3239
1981	$1000000 \times 24.1\% = 241000$	$\times \frac{48}{2555}$	= 4528	841	-3687

Variables :

1. No. of expected tourists	21.5% to 24.1% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	2 nights.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	33 : 66
7. Resultant factor	48
	2555

Details of rooms available :

1. Connemara Hotel	95
2. Ashoka Hotel	110
3. Dasaprakash Hotel	100
4. Woodlands Hotel	105
5. Oceanic Hotel	52
6. Imperial Hotel	43
7. Savera Hotel	20
8. Swagath Hotel	47
9. Tourist Homes	31
10. Victoria Hotel	40
11. Queens Hotel	35
12. Claridges Hotel	45
13. Gupta Ajanta Hotel	64
14. Geetha Hotel	32
15. Tourist Hostel Andhra Mahila Sabha	22

TOTAL**841**

Projection of Hotel Room Capacity required in Agra

1968—1981

Year	No. of tourists expected in Agra	R. factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (—)
1968	$207000 \times 35.1\% = 72657$	$\times \frac{2}{511}$	=284	224	—60
1969	$238000 \times 35.1\% = 83538$	$\times \frac{2}{511}$	=327	224	—103
1970	$272700 \times 35.1\% = 96068$	$\times \frac{2}{511}$	=376	224	—152
1971	$314800 \times 35.1\% = 110494$	$\times \frac{2}{511}$	=432	224	—203
1972	$362000 \times 35.1\% = 127062$	$\times \frac{2}{511}$	=497	224	—273
1973	$416300 \times 35.1\% = 146121$	$\times \frac{2}{511}$	=572	224	—348
1974	$478700 \times 35.1\% = 168023$	$\times \frac{2}{511}$	=658	224	—434
1975	$550600 \times 35.1\% = 193260$	$\times \frac{2}{511}$	=756	224	—532
1976	$605600 \times 35.1\% = 212565$	$\times \frac{2}{511}$	=832	224	—608
1977	$656200 \times 35.1\% = 230326$	$\times \frac{2}{511}$	=901	224	—677
1978	$732800 \times 35.1\% = 257212$	$\times \frac{2}{511}$	=1007	224	—783
1979	$806100 \times 35.1\% = 282941$	$\times \frac{2}{511}$	=1107	224	—883
1980	$908100 \times 35.1\% = 318953$	$\times \frac{2}{511}$	=1243	224	—1024
1981	$1000000 \times 35.1\% = 351000$	$\times \frac{2}{511}$	=1374	224	—1150

Variables

1. Number of expected tourists	35.1% of the whole.
2. Days of a year	365.
3. Average length of stay of tourists	1 night.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	80 : 20
7. Resultant factor	2
	511

Details of rooms available

1. Hotel Clark's Shiraz	150
2. Lauries Hotel	61
3. Grand Hotel	13
TOTAL	224

Projection of Hotel Room capacity required in Banaras (Varanasi)
1968—1981

Year	No. of tourists expected in Banaras	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 9.7\% = 20079$	$\times \frac{192}{43435}$	= 89	81	(—) 8
1969	$238000 \times 9.7\% = 23086$	$\times \frac{192}{43435}$	= 102	81	—21
1970	$273700 \times 9.7\% = 26548$	$\times \frac{192}{43435}$	= 117	81	—36
1971	$314800 \times 9.7\% = 30535$	$\times \frac{192}{43435}$	= 135	81	—54
1972	$362000 \times 9.7\% = 35114$	$\times \frac{192}{43435}$	= 155	81	—74
1973	$416300 \times 9.7\% = 40381$	$\times \frac{12}{2555}$	= 190	81	—109

1	2	3	4	5	6
1974	$478700 \times 9.7\% = 46433$	$\times \frac{12}{2555}$	= 218	81	(—) 137
1975	$550600 \times 9.7\% = 53408$	$\times \frac{12}{2555}$	= 251	81	—170
1976	$605600 \times 9.7\% = 58743$	$\times \frac{12}{2555}$	= 276	81	—195
1977	$656200 \times 9.7\% = 63651$	$\times \frac{12}{2555}$	= 299	81	(—) 218
1978	$732800 \times 9.7\% = 71081$	$\times \frac{12}{2555}$	= 333	81	—253
1979	$806100 \times 9.7\% = 78191$	$\times \frac{12}{2555}$	= 367	81	—286
1980	$908700 \times 9.7\% = 88143$	$\times \frac{12}{2555}$	= 414	81	—333
1981	$100000 \times 9.7\% = 97000$	$\times \frac{12}{2555}$	= 450	81	—375

Variables

1. Number of expected tourists 9.7% of the whole.
2. Days of a year 365
3. Average length of stay of tourists 1.2 nights.
4. Ideal occupancy ratio 70%
5. Percentage of rooms with double occupancy 25%
6. Ratio of Foreign tourists to Indian tourists 85:15 For 1st 5 years.
80:20 For next years.
7. Resultant Factor
(1) $\frac{192}{43435}$ For 1st 5 years.
(2) $\frac{12}{2555}$ For next years.

Details of rooms available

1. Hotel Clarks 81

*Projection of Hotel Room Capacity required in Jaipur
1968—1981*

Year	No. of tourists expected in Jaipur	R. factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 9.5\% = 19665$	$\times \frac{24}{3577}$	= 132	184	+52
1969	$238000 \times 9.5\% = 22610$	$\times \frac{24}{3577}$	= 152	184	+32
1970	$273700 \times 9.5\% = 26001$	$\times \frac{24}{3577}$	= 174	184	+10
1971	$314800 \times 9.5\% = 29906$	$\times \frac{24}{3577}$	= 201	184	—17
1972	$362000 \times 9.5\% = 34390$	$\times \frac{24}{3577}$	= 231	184	—47
1973	$416300 \times 9.5\% = 39548$	$\times \frac{24}{3577}$	= 265	184	—81
1974	$478700 \times 9.5\% = 45476$	$\times \frac{24}{3577}$	= 305	184	—121
1975	$550600 \times 9.5\% = 52307$	$\times \frac{24}{3577}$	= 351	184	—167
1976	$605600 \times 9.5\% = 57532$	$\times \frac{24}{3577}$	= 386	184	—202
1977	$656200 \times 9.5\% = 62339$	$\times \frac{24}{3577}$	= 418	184	—234
1978	$732800 \times 9.5\% = 69616$	$\times \frac{24}{3577}$	= 467	184	—283
1979	$806100 \times 9.5\% = 76579$	$\times \frac{24}{3577}$	= 514	184	—330
1980	$908700 \times 9.5\% = 86326$	$\times \frac{24}{3577}$	= 579	184	—395
1981	$1000000 \times 9.5\% = 95000$	$\times \frac{24}{3577}$	= 637	184	—453

Variables

1. Number of expected tourists	9.5% of the whole.
2. Days of a year	365.
3. Average length of stay of tourists	1.3 nights.
4. Ideal occupancy ratio	70%.
5. Percentage of rooms with double occupancy	25%.
6. Ratio of Foreign tourists to Indian tourists	70 : 30.
7. Resultant Factor	24
	<u>3577</u>

Details of rooms available

1. Ram Bagh Palace Hotel	69
2. Jai Mohal Palace Hotel	28
3. L.M.B. Hotel	33
4. Rajasthan State Hotel	27
5. Kaiser-i-Hind Hotel	14
6. Khetri House	13
	<u>184</u>
TOTAL	184

*Projection of Hotel Room Capacity required in Bangalore
1968—1981*

Year	No. of tourists expected in Bangalore	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 5.8\% = 12006$	$\times \frac{64}{2555}$	= 300	274	—26
1969	$238000 \times 6.0\% = 14280$	$\times \frac{64}{2555}$	= 356	274	—82
1970	$273700 \times 6.2\% = 16969$	$\times \frac{64}{2555}$	= 426	274	—152
1971	$314800 \times 6.4\% = 20147$	$\times \frac{64}{2555}$	= 504	274	—270
1972	$362000 \times 6.6\% = 23892$	$\times \frac{64}{2555}$	= 598	274	—324
1973	$416300 \times 6.8\% = 28308$	$\times \frac{64}{2555}$	= 710	274	—436

1974	. 478700 × 7.0% = 33509	$\times \frac{64}{2555}$	= 840	274	—566
1975	. 550600 × 7.2% = 39643	$\times \frac{64}{2555}$	= 994	274	—720
1976	. 605600 × 7.4% = 44814	$\times \frac{64}{2555}$	= 1122	274	—848
1977	. 656200 × 7.6% = 44871	$\times \frac{64}{2555}$	= 1250	274	—976
1978	. 732800 × 7.8% = 57158	$\times \frac{64}{2555}$	= 1432	274	—1158
1979	. 806100 × 8.0% = 64488	$\times \frac{64}{2555}$	= 1616	274	—1342
1980	. 908700 × 8.2% = 74513	$\times \frac{64}{2555}$	= 1866	274	—1592
1981	. 1000000 × 8.4% = 84000	$\times \frac{64}{2555}$	= 2104	274	—1830

Variables

1. Number of tourists expected		5.8% to 8.4% of the whole.
2. Days of a year		365
3. Average length of stay of tourists		2 nights.
4. Ideal occupancy ratio		70%.
5. Percentage of rooms with double occupancy		25%.
6. Ratio of Foreign tourists to Indian tourists		25 : 75.
7. Resultant Factor		$\frac{64}{2555}$

Details of rooms available

1. Hotel Bangalore International		42
2. West End Hotel		85
3. Madras Woodlands		113
4. Shilton Hotel		34
TOTAL		<u>274</u>

*Projection of Hotel Room capacity required in Srinagar
1968—1981*

Year	No. of tourists expected in Srinagar	R. factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (-)
1968	$207000 \times 2.8\% = 5796$	$\times \frac{4}{105}$	= 221	150	-71
1969	$238000 \times 3.0\% = 7140$	$\times \frac{4}{105}$	= 272	150	-122
1970	$273700 \times 3.2\% = 8758$	$\times \frac{4}{105}$	= 334	150	-184
1971	$314800 \times 3.4\% = 10703$	$\times \frac{4}{105}$	= 408	150	-258
1972	$362000 \times 3.6\% = 13032$	$\times \frac{4}{105}$	= 496	150	-346
1973	$416300 \times 3.8\% = 15819$	$\times \frac{8}{225}$	= 562	150	-412
1974	$478700 \times 4.0\% = 19143$	$\times \frac{8}{225}$	= 681	150	-531
1975	$550600 \times 4.2\% = 23125$	$\times \frac{8}{225}$	= 822	150	-672
1976	$605600 \times 4.4\% = 26646$	$\times \frac{2}{63}$	= 846	150	-696
1977	$656200 \times 4.6\% = 30185$	$\times \frac{2}{63}$	= 958	150	-808
1978	$732800 \times 4.8\% = 35174$	$\times \frac{2}{63}$	= 1117	150	-967
1979	$806100 \times 5.0\% = 40305$	$\times \frac{2}{63}$	= 1280	150	-1130
1980	$908700 \times 5.2\% = 47252$	$\times \frac{2}{63}$	= 1500	150	-1350
1981	$1000000 \times 5.4\% = 54000$	$\times \frac{2}{63}$	= 1714	150	-1564

Variables

1. Number of tourists expected 2.8% to 5.4% of the whole.
2. Days of a year 180.
3. Average length of stay of tourists 3 nights for 1st 5 years.
2.8 nights for next 3 years.
2.5 nights for following years..
4. Ideal occupancy ratio 70%.
5. Percentage of rooms with double occupancy 25%.
6. Ratio of Foreign tourists to Indian tourists . 50 : 50.
7. Resultant Factor 4
1. $\frac{105}{8}$ for 1st 5 years.
2. $\frac{225}{2}$ for next 3 years.
3. $\frac{63}{2}$ for remaining years.

Details of rooms available

1. Oberoi Palace Hotel	71
2. Nedou's Hotel	79
TOTAL	150

Projection of hotel room capacity required in Ahmedabad
1968—1981

Year	No. of tourists expected in Ahmedabad	R. factor	Rooms re- quired to meet the traffic	Rooms available	Surplus(+) / Short- age (-)
1	2	3	4	5	6
1968	207000 × 2.8% = 5796	× $\frac{16}{511}$	= 60	134	+74
1969	238000 × 2.8% = 6664	× $\frac{16}{511}$	= 70	134	+64
1970	273700 × 2.8% = 7663	× $\frac{16}{511}$	= 80	134	+54
1971	134800 × 2.8% = 8814	× $\frac{16}{511}$	= 92	134	+42
1972	362000 × 2.8% = 10136	× $\frac{16}{511}$	= 106	134	+28
1973	416300 × 2.8% = 11656	× $\frac{16}{511}$	= 122	134	+12

1	2	3	4	5	6
1974	$478700 \times 2.8\% = 13403$	$\times \frac{16}{511}$	$= 140$	134	-6
1975	$550600 \times 2.8\% = 15416$	$\times \frac{16}{511}$	$= 161$	134	-27
1976	$605600 \times 2.8\% = 16956$	$\times \frac{16}{511}$	$= 177$	134	-43
1977	$656200 \times 2.8\% = 18373$	$\times \frac{16}{511}$	$= 192$	134	-58
1978	$732800 \times 2.8\% = 20518$	$\times \frac{16}{511}$	$= 214$	134	-80
1979	$806100 \times 2.8\% = 22570$	$\times \frac{16}{511}$	$= 236$	134	-102
1980	$908700 \times 2.8\% = 25443$	$\times \frac{16}{511}$	$= 266$	134	-132
1981	$1000000 \times 2.8\% = 28000$	$\times \frac{16}{511}$	$= 292$	134	-158

Variables

1. Number of tourists expected 2.8% of the whole
2. Days of a year 365
3. Average length of stay of tourists 1 night
4. Ideal occupancy ratio 70%
5. Percentage of rooms with double occupancy 25%
6. Ratio of Foreign tourists to Indian tourists 30 : 70

Resultant Factor $\frac{16}{511}$

Details of rooms available

1. Cama Hotel	42
2. Hotel Alankar	26
3. Hotel Capital	66
TOTAL	134

Projection of Hotel Room Capacity Required in Aurangabad
1968—1981

Year	No. of tourists expected in Aurangabad	R. factor	Rooms required to meet the traffic	Rooms available	Surplus(+) Shortage (—)
1968	$207000 \times 2.8\% = 5796$	$\times \frac{3}{511}$	=34	20	—14
1969	$238000 \times 2.8\% = 6664$	$\times \frac{3}{511}$	=39	20	—19
1970	$273700 \times 2.8\% = 7663$	$\times \frac{3}{511}$	=44	20	—24
1971	$314800 \times 2.8\% = 8814$	$\times \frac{3}{511}$	=52	20	—32
1972	$362000 \times 2.8\% = 10136$	$\times \frac{3}{511}$	=60	20	—40
1973	$416300 \times 2.8\% = 11656$	$\times \frac{4}{511}$	=91	20	—71
1974	$478700 \times 2.8\% = 13403$	$\times \frac{4}{511}$	=105	20	—85
1975	$550600 \times 2.8\% = 15416$	$\times \frac{4}{511}$	=121	20	—101
1976	$605600 \times 2.8\% = 16956$	$\times \frac{4}{511}$	=133	20	—113
1977	$656200 \times 2.8\% = 18373$	$\times \frac{4}{511}$	=144	20	—124
1978	$732800 \times 2.8\% = 20518$	$\times \frac{4}{511}$	=161	20	—141
1979	$806100 \times 2.8\% = 22570$	$\times \frac{4}{511}$	=177	20	—157
1980	$908700 \times 2.8\% = 25443$	$\times \frac{4}{511}$	=199	20	—179
1981	$100000 \times 2.8\% = 28000$	$\times \frac{4}{511}$	=219	20	—199

Variables

1. Number of tourists expected 2.8% of the whole year
2. Days of a year 365
3. Average length of stay of tourists 1.5 nights for first 5 years
2.0 nights for remaining years
4. Ideal occupancy ratio 70%
5. Percentage of rooms with double occupancy 25%
6. Ratio of foreign tourists to Indian tourists 80 : 20
7. Resultant factor 1. $\frac{3}{511}$ for first 5 years
2. $\frac{4}{511}$ for remaining years

Details of rooms available

1. Aurangabad Hotel	20
TOTAL	20

Projection of Hotel Room Capacity Required in Cochin
1968—1981

Year	No. of tourists expected in Cochin	R. Factor	Rooms re- quired to meet the traffic	Rooms avail- able	Surplus(+) Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 1.9\% = 3933$	$\times \frac{16}{511}$	= 124	130	+6
1969	$238000 \times 1.9\% = 4522$	$\times \frac{16}{511}$	= 140	130	—10
1970	$273700 \times 1.9\% = 5200$	$\times \frac{16}{511}$	= 164	130	—34
1971	$314800 \times 1.9\% = 5981$	$\times \frac{16}{511}$	= 188	130	—58
1972	$362000 \times 1.9\% = 6878$	$\times \frac{16}{511}$	= 216	130	—86
1973	$416300 \times 1.9\% = 7909$	$\times \frac{16}{511}$	= 248	130	—118

1	2	3	4	5	6
1974	$478700 \times 1.9\% = 9095$	$\times \frac{16}{511}$	$= 284$	130	-154
1975	$550600 \times 1.9\% = 10461$	$\times \frac{16}{511}$	$= 328$	130	-198
1976	$605600 \times 1.9\% = 11506$	$\times \frac{16}{511}$	$= 360$	130	-230
1977	$656200 \times 1.9\% = 12467$	$\times \frac{16}{511}$	$= 392$	130	-262
1978	$732800 \times 1.9\% = 13923$	$\times \frac{16}{511}$	$= 436$	130	-306
1979	$806100 \times 1.9\% = 15315$	$\times \frac{16}{511}$	$= 480$	130	-350
1980	$908700 \times 1.9\% = 17265$	$\times \frac{16}{511}$	$= 540$	130	-410
1981	$1000000 \times 1.9\% = 19000$	$\times \frac{16}{511}$	$= 596$	130	-466

Variables

1. Number of tourists expected 1.9% of the whole
2. Days of a year 365
3. Average length of stay of tourists 1 night
4. Ideal occupancy ratio 70%
5. Percentage of rooms with double occupancy 25%
6. Ratio of Foreign tourists to Indian tourists 10 : 90

Resultant Factor	$\times \frac{16}{511}$
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Details of rooms available

1. Sea Lord Hotel	44
2. Grand Hotel	24
3. International Hotel	27
4. Casino Hotel	35
TOTAL	130

Projection of Hotel Room capacity required in Poona 1968-1981

Year	No. of tourists expected in Poona	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus+ Shortage (—)
1968	$207000 \times 1.7\% = 3519$	$\times \frac{16}{511}$	$= 110$	78	—32
1969	$238000 \times 1.7\% = 4046$	$\times \frac{16}{511}$	$= 126$	78	—48
1970	$273700 \times 1.7\% = 4652$	$\times \frac{16}{511}$	$= 146$	78	—68
1971	$314800 \times 1.7\% = 5351$	$\times \frac{16}{511}$	$= 168$	78	—90
1972	$362000 \times 1.7\% = 6154$	$\times \frac{16}{511}$	$= 192$	78	—114
1973	$416300 \times 1.7\% = 7077$	$\times \frac{16}{511}$	$= 222$	78	—144
1974	$478700 \times 1.7\% = 8137$	$\times \frac{16}{511}$	$= 254$	78	—176
1975	$550600 \times 1.7\% = 9360$	$\times \frac{16}{511}$	$= 292$	78	—214
1976	$605600 \times 1.7\% = 10295$	$\times \frac{16}{511}$	$= 322$	78	—244
1977	$656200 \times 1.7\% = 11155$	$\times \frac{16}{511}$	$= 350$	78	—272
1978	$732800 \times 1.7\% = 12457$	$\times \frac{16}{511}$	$= 390$	78	—312
1979	$806100 \times 1.7\% = 13703$	$\times \frac{16}{511}$	$= 430$	78	—352
1980	$908700 \times 1.7\% = 15447$	$\times \frac{16}{511}$	$= 484$	78	—406
1981	$1000000 \times 1.7\% = 17000$	$\times \frac{16}{511}$	$= 532$	78	—454

Variables

1. Number of tourists expected	1.7% of the whole
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	10 : 90
7. Resultant Factor	16
	511

Details of rooms available

1. Gulmohr Hotel	30
2. Wellesley Hotel	48
TOTAL	78

Projection of Hotel Room Capacity Required in Madurai
1968—1981

Year	No. of tourists expected in Madurai	R. factor	Rooms required to meet the traffic	Rooms available	Surplus + Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 1.8\% = 3726$	$\times \frac{16}{3577}$	$= 17$	57	+40
1969	$238000 \times 1.8\% = 4284$	$\times \frac{16}{3577}$	$= 19$	57	+38
1970	$273700 \times 1.8\% = 4926$	$\times \frac{16}{3577}$	$= 22$	57	+35
1971	$314800 \times 1.8\% = 5666$	$\times \frac{16}{3577}$	$= 25$	57	+32
1972	$362000 \times 1.8\% = 6516$	$\times \frac{16}{3577}$	$= 29$	57	+28
1973	$416300 \times 1.8\% = 7493$	$\times \frac{16}{3577}$	$= 34$	57	+23

1	2	3	4	5	6
1974	$478700 \times 1.8\% = 8616$	$\times \frac{16}{3577}$	$= 39$	57	+18
1975	$550600 \times 1.8\% = 9910$	$\times \frac{16}{3577}$	$= 44$	57	+13
1976	$605600 \times 1.8\% = 10900$	$\times \frac{16}{3577}$	$= 49$	57	+8
1977	$656200 \times 1.8\% = 11811$	$\times \frac{16}{3577}$	$= 53$	57	+4
1978	$732800 \times 1.8\% = 13190$	$\times \frac{16}{3577}$	$= 59$	57	-2
1979	$806100 \times 1.8\% = 14509$	$\times \frac{16}{3577}$	$= 65$	57	-8
1980	$908700 \times 1.8\% = 16356$	$\times \frac{16}{3577}$	$= 73$	57	-16
1981	$1000000 \times 1.8\% = 18000$	$\times \frac{16}{3577}$	$= 81$	57	-24

Variables

1. Number of tourists 1.8% of the whole
2. Days of a year 365
3. Average length of stay of tourists 1 night
4. Ideal occupancy ratio 70%
5. Percentage of rooms with double occupancy 25%
6. Ratio of foreign tourists to Indian tourists 70 : 30
7. Resultant Factor $\frac{16}{3577}$

Details of rooms available

1. Pandyan Hotels	57
TOTAL	57

*Projection of Hotel Room Capacity required in Trivandrum
1968—1981*

Year	No. of tourists expected in Trivandrum	R. factor	Rooms required to meet the traffic	Rooms available	Surplus + Shortage (—)
1968	$207000 \times 1.8\% = 3727$	$\times \frac{16}{2555} =$	23	42	+19
1969	$238000 \times 1.8\% = 4282$	$\times \frac{16}{2555} =$	27	42	+15
1970	$273700 \times 1.8\% = 4926$	$\times \frac{16}{2555} =$	31	42	+11
1971	$314800 \times 1.8\% = 5666$	$\times \frac{16}{2555} =$	35	42	+7
1972	$362000 \times 1.8\% = 6516$	$\times \frac{16}{2555} =$	41	42	+1
1973	$416300 \times 1.8\% = 7493$	$\times \frac{16}{2555} =$	47	42	—5
1974	$478700 \times 1.8\% = 8616$	$\times \frac{16}{2555} =$	54	42	—12
1975	$550600 \times 1.8\% = 9910$	$\times \frac{16}{2555} =$	62	42	—20
1976	$605600 \times 1.8\% = 10900$	$\times \frac{16}{2555} =$	68	42	—26
1977	$656200 \times 1.8\% = 11811$	$\times \frac{16}{2555} =$	74	42	—32
1978	$732800 \times 1.8\% = 13190$	$\times \frac{16}{2555} =$	83	42	—41
1979	$806100 \times 1.8\% = 14509$	$\times \frac{16}{2555} =$	91	42	—49
1980	$908700 \times 1.8\% = 16356$	$\times \frac{16}{2555} =$	102	42	—60
1981	$1000000 \times 1.8\% = 18000$	$\times \frac{16}{2555} =$	113	42	—71

Variables—

1. Number of tourists expected	1.8 % of the whole.
2. Days of a year	365
3. Average length of stay of tourists	1 night.
4. Ideal occupancy ration	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	50 : 50
	16
7. Resultant Factor	2555

Details of rooms available

1. Mascot Hotel	33
2. Magnet Hotel	9
TOTAL	42

Projection of Hotel Room Capacity Required in Mysore
1968—1981

Year	No. of tourists expected in Mysore	R. Factor	Rooms required to meet the traffic.	Rooms available.	Surplus + Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 1.6\% = 3312$	$\times \frac{8}{511} =$	52	159	+107
1969	$238000 \times 1.7\% = 4046$	$\times \frac{8}{511} =$	63	159	+96
1970	$273700 \times 1.8\% = 4926$	$\times \frac{8}{511} =$	77	159	+82
1971	$314800 \times 1.9\% = 5981$	$\times \frac{8}{511} =$	94	159	+65
1972	$362000 \times 2.0\% = 7240$	$\times \frac{8}{511} =$	113	159	+46
1973	$416300 \times 2.1\% = 8742$	$\times \frac{8}{511} =$	137	159	+22

1	2	3	4	5	6
1974	$478700 \times 2.2\% = 10531$	$\times \frac{8}{511} =$	165	159	-6
1975	$550600 \times 2.3\% = 12663$	$\times \frac{8}{511} =$	198	159	-39
1976	$605600 \times 2.4\% = 14534$	$\times \frac{8}{511} =$	228	159	-69
1977	$656200 \times 2.5\% = 16405$	$\times \frac{8}{511} =$	257	159	-98
1978	$732800 \times 2.6\% = 19052$	$\times \frac{8}{511} =$	298	159	-139
1979	$806100 \times 2.7\% = 21764$	$\times \frac{8}{511} =$	341	159	-182
1980	$908700 \times 2.8\% = 25443$	$\times \frac{8}{511} =$	398	159	-239
1981	$1000000 \times 2.9\% = 29000$	$\times \frac{8}{511} =$	454	159	-305

Variables:—

1. Number of expected tourists	1.6% to 2.9% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	1 night.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	20 : 80
7. Resultant Factor	$\frac{8}{511}$

Details of rooms available:—

1. Hotel Mytropole	19
2. Hotel Krishnarajsagar	22
3. Mysore Dasaprakash	118
TOTAL	159

Projection of Hotel Room Capacity required in Hyderabad
1968—1981

Year	No. of tourists expected in Hyderabad	R. Factor	Rooms required to meet the traffic.	Rooms available.	Surplus + Shortage (—)
1968	$207000 \times 1.6\% = 3312$	$\times \frac{16}{511} =$	104	72	—32
1969	$238000 \times 1.7\% = 4046$	$\times \frac{16}{511} =$	128	72	—56
1970	$273700 \times 1.8\% = 4926$	$\times \frac{16}{511} =$	156	72	—84
1971	$314800 \times 1.9\% = 5981$	$\times \frac{16}{511} =$	188	72	—116
1972	$362000 \times 2\% = 7240$	$\times \frac{16}{511} =$	228	72	—156
1973	$416300 \times 2.1\% = 8742$	$\times \frac{16}{511} =$	272	72	—200
1974	$478700 \times 2.2\% = 10531$	$\times \frac{16}{511} =$	328	72	—256
1975	$550600 \times 2.3\% = 12663$	$\times \frac{16}{511} =$	396	72	—324
1976	$605600 \times 2.4\% = 14534$	$\times \frac{16}{511} =$	456	72	—384
1977	$656200 \times 2.5\% = 16405$	$\times \frac{16}{511} =$	512	72	—440
1978	$732800 \times 2.6\% = 19052$	$\times \frac{16}{511} =$	596	72	—524
1979	$806100 \times 2.7\% = 21764$	$\times \frac{16}{511} =$	680	72	—608
1980	$908700 \times 2.8\% = 25443$	$\times \frac{16}{511} =$	796	72	—724
1981	$1000000 \times 2.9\% = 29000$	$\times \frac{16}{511} =$	908	72	—836

Variables—

1. Number of expected tourists	1.6% to 2.9% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	1 night.
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	10 : 90
7. Resultant Factor	$\frac{16}{511}$

Details of rooms availables—

1. Ritz Hotel	35
2. Percy's Hotel	25
3. Rock Castle Hotel	12
TOTAL	72

Projection of Hotel Room Capacity required in Darjeeling
1968--1981

Year	No. of tourists expected in Darjeeling	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (-)
1	2	3	4	5	6
1968	$207000 \times 1.3\% = 2691$	$\times \frac{8}{189} =$	114	112	-2
1969	$238000 \times 1.3\% = 3094$	$\times \frac{8}{189} =$	132	112	-20
1970	$273700 \times 1.3\% = 3558$	$\times \frac{8}{189} =$	150	112	-38
1971	$314800 \times 1.3\% = 4092$	$\times \frac{8}{189} =$	172	112	-60
1972	$362000 \times 1.3\% = 4706$	$\times \frac{8}{189} =$	198	112	-86
1973	$416300 \times 1.3\% = 5411$	$\times \frac{8}{189} =$	228	112	-116

1	2	3	4	5	6
1974	$478700 \times 1.3\% = 6223$	$\times \frac{8}{189} =$	264	112	-152
1975	$550600 \times 1.3\% = 7157$	$\times \frac{8}{189} =$	302	112	-192
1976	$605600 \times 1.3\% = 7872$	$\times \frac{8}{189} =$	334	112	-222
1977	$656200 \times 1.3\% = 8530$	$\times \frac{8}{189} =$	362	112	-250
1978	$732800 \times 1.3\% = 9526$	$\times \frac{8}{189} =$	402	112	-292
1979	$806100 \times 1.3\% = 10479$	$\times \frac{8}{189} =$	444	112	-332
1980	$908700 \times 1.3\% = 11813$	$\times \frac{8}{189} =$	500	112	-388
1981	$1000000 \times 1.3\% = 13000$	$\times \frac{8}{189} =$	550	112	-438

Variables—

1. Number of expected tourists	.	.	.	.	1.3% of the whole
2. Days of a year	.	.	.	.	180
3. Average length of stay of tourists	.	.	.	.	2 nights
4. Ideal occupancy ratio	.	.	.	.	70%
5. Percentage of rooms with double occupancy	.	.	.	.	25%
6. Ratio of Foreign tourists to Indian tourists	.	.	.	.	30 : 70
7. Resultant Factor	.	.	.	.	$\frac{8}{189}$

Details of rooms available:—

1. Oberoi Mount Everest Hotel	.	.	.	.	61
2. Windamere Hotel	.	.	.	.	28
3 Central Hotel	.	.	.	.	23
TOTAL	.	.	.	.	112

*Projection of Hotel Room Capacity required in Udaipur
1968—1981*

Year	No. of tourists expected in Udaipur	R. factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (—)
1968	$207000 \times 1.2\% = 2484$	$\times \frac{16}{511}$	= 80	87	+7
1969	$238000 \times 1.2\% = 2856$	$\times \frac{16}{511}$	= 88	87	—1
1970	$273700 \times 1.2\% = 3284$	$\times \frac{16}{511}$	= 104	87	—17
1971	$314800 \times 1.2\% = 3777$	$\times \frac{16}{511}$	= 120	87	—33
1972	$362000 \times 1.2\% = 4344$	$\times \frac{16}{511}$	= 136	87	—49
1973	$416300 \times 1.2\% = 4995$	$\times \frac{16}{511}$	= 160	87	—73
1974	$478700 \times 1.2\% = 5744$	$\times \frac{16}{511}$	= 176	87	—89
1975	$550600 \times 1.2\% = 6607$	$\times \frac{16}{511}$	= 208	87	—121
1976	$605600 \times 1.2\% = 7267$	$\times \frac{16}{511}$	= 228	87	—141
1977	$656200 \times 1.2\% = 7874$	$\times \frac{16}{511}$	= 248	87	—161
1978	$732800 \times 1.2\% = 8793$	$\times \frac{16}{511}$	= 272	87	—185
1979	$806100 \times 1.2\% = 9673$	$\times \frac{16}{511}$	= 304	87	—217
1980	$908700 \times 1.2\% = 10904$	$\times \frac{16}{511}$	= 344	87	—257
1981	$1000000 \times 1.2\% = 12000$	$\times \frac{16}{511}$	= 376	87	—279

Variables

1. Number of expected tourists	1.2% of the whole
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists.	10 : 90
7. Resultant Factor	$\frac{16}{511}$

Details of rooms available—

1. Lake Palace	50
2. Rajasthan State Hotel	16
3. Garden Hotel and Motel	21
TOTAL	87

Projection of Hotel Room Capacity required in Amritsar
1968—1981

Year	No. of tourists expected in Amritsar	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus (+) Shortage (-)
1	2	3	4	5	6
1968	$207000 \times 1.2\% = 2484$	$\times \frac{16}{511}$	= 78	51	-27
1969	$238000 \times 1.2\% = 2856$	$\times \frac{16}{511}$	= 90	51	-39
1970	$273700 \times 1.3\% = 3558$	$\times \frac{16}{511}$	= 108	51	-57
1971	$314800 \times 1.3\% = 4092$	$\times \frac{16}{511}$	= 126	51	-75
1972	$362000 \times 1.4\% = 5068$	$\times \frac{16}{511}$	= 156	51	-105
1973	$416300 \times 1.4\% = 5828$	$\times \frac{16}{511}$	= 180	51	-129

1	2	3	4	5	6
1974	$478700 \times 1.5\% = 7180$	$\times \frac{16}{511} =$	222	51	-171
1975	$550600 \times 1.5\% = 8259$	$\times \frac{16}{511} =$	258	51	-207
1976	$605600 \times 1.6\% = 9689$	$\times \frac{16}{511} =$	306	51	-255
1977	$656200 \times 1.6\% = 10499$	$\times \frac{16}{511} =$	330	51	-279
1978	$732000 \times 1.7\% = 12457$	$\times \frac{16}{511} =$	390	51	-339
1979	$806100 \times 1.7\% = 13703$	$\times \frac{16}{511} =$	432	51	-381
1980	$908700 \times 1.8\% = 16356$	$\times \frac{16}{511} =$	510	51	-459
1981	$1000000 \times 1.8\% = 18000$	$\times \frac{16}{511} =$	564	51	-513

Variables —

1. Number of expected tourists	1.2% to 1.8% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	1/2 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	5 : 95
7. Resultant factor	$\frac{16}{511}$

Details of rooms available —

1. Hotel Airlines	18
2. Ritz Hotel	23
3. Guest House	10
TOTAL	51

*Projection of Hotel room Capacity required in Tiruchirapalli
1968—1981*

Year	No. of tourists expected in Tiruchirapalli	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus (+) Short- age (—)
1968	$207000 \times 1.2\% = 2484$	$\times \frac{16}{1533}$	= 26	21	—5
1969	$238000 \times 1.2\% = 2856$	$\times \frac{16}{1533}$	= 30	21	—9
1970	$273700 \times 1.2\% = 3284$	$\times \frac{16}{1533}$	= 34	21	—13
1971	$314800 \times 1.2\% = 3777$	$\times \frac{16}{1533}$	= 40	21	—19
1972	$362000 \times 1.2\% = 4344$	$\times \frac{16}{1533}$	= 46	21	—25
1973	$416300 \times 1.2\% = 4995$	$\times \frac{16}{1533}$	= 52	21	—31
1974	$478700 \times 1.2\% = 5744$	$\times \frac{16}{1533}$	= 60	21	—39
1975	$550600 \times 1.2\% = 6607$	$\times \frac{16}{1533}$	= 68	21	—47
1976	$605600 \times 1.2\% = 7267$	$\times \frac{16}{1533}$	= 76	21	—55
1977	$656200 \times 1.2\% = 7874$	$\times \frac{16}{1533}$	= 82	21	—61
1978	$732800 \times 1.2\% = 8793$	$\times \frac{16}{1533}$	= 92	21	—71
1979	$806100 \times 1.2\% = 9673$	$\times \frac{16}{1533}$	= 100	21	—79
1980	$908700 \times 1.2\% = 10904$	$\times \frac{16}{1533}$	= 114	21	—93
1981	$1000000 \times 1.2\% = 12000$	$\times \frac{16}{1533}$	= 126	21	—105

Variables —

1. Number of expected tourists	1.2% of the whole
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	15 : 85
7. Resultant Factor	16
	1533

Details of rooms available —

1. Aristo Hotel	21
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*Projection of Hotel room capacity required in Patna
1968—1981*

Year	No. of tourists expected in in Patna	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus (+) Shortage (—)
1	2	3	4	5	6
1968	$207000 \times .8\% = 1655$	$\times \frac{32}{511} =$	104	77	—27
1969	$238000 \times .8\% = 1904$	$\times \frac{32}{511} =$	120	77	—43
1970	$273700 \times .8\% = 2189$	$\times \frac{32}{511} =$	136	77	—59
1971	$314800 \times .8\% = 2518$	$\times \frac{32}{511} =$	152	77	—75
1972	$362000 \times .8\% = 2896$	$\times \frac{32}{511} =$	184	77	—107
1973	$416300 \times .8\% = 3330$	$\times \frac{32}{511} =$	208	77	—131

1	2	3	4	5	6
1974	$478700 \times 8\% = 3829$	$\times \frac{32}{511} =$	240	77	-163
1975	$550600 \times 8\% = 4404$	$\times \frac{32}{511} =$	272	77	-195
1976	$605600 \times 8\% = 4844$	$\times \frac{32}{511} =$	304	77	-227
1977	$656200 \times 8\% = 5249$	$\times \frac{32}{511} =$	328	77	-251
1978	$732800 \times 8\% = 5862$	$\times \frac{32}{511} =$	368	77	-291
1979	$806100 \times 8\% = 6448$	$\times \frac{32}{511} =$	400	77	-323
1980	$908700 \times 8\% = 7269$	$\times \frac{32}{511} =$	456	77	-379
1981	$1000000 \times 8\% = 8000$	$\times \frac{32}{511} =$	504	77	-427

Variables—

1. Number of expected tourists		0.8% of the whole
2. Days of a year		365
3. Average length of stay of tourists		1 night
4. Ideal occupancy ratio		70%
5. Percentage of rooms with double occupancy		25%
6. Ratio of Foreign tourists to Indian tourists		5 : 95
7. Resultant Factor		$\frac{32}{511}$

Details of Rooms available—

1. Hotel Republic		37
2. Palace Hotel		40
TOTAL		<u>77</u>

*Projection of Hotel Room Capacity required in Lucknow
1968—1981*

Year	No. of tourists expected in Lucknow	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus(+) Shortage (—)
1968	207000 × 6% = 1242	$\times \frac{16}{511}$	39	40	+1
1969	238000 × 6% = 1428	$\times \frac{16}{511}$	35	40	—5
1970	273700 × 6% = 1642	$\times \frac{16}{511}$	51	40	—11
1971	314800 × 6% = 1888	$\times \frac{16}{511}$	60	40	—20
1972	362000 × 6% = 2172	$\times \frac{16}{511}$	69	40	—29
1973	416300 × 6% = 2497	$\times \frac{16}{511}$	78	40	—38
1974	478700 × 6% = 2872	$\times \frac{16}{511}$	90	40	—50
1975	550600 × 6% = 3303	$\times \frac{16}{511}$	102	40	—62
1976	605600 × 6% = 3633	$\times \frac{16}{511}$	114	40	—74
1977	656200 × 6% = 3937	$\times \frac{16}{511}$	123	40	—83
1978	732800 × 6% = 4396	$\times \frac{16}{511}$	138	40	—98
1979	806100 × 6% = 4836	$\times \frac{16}{511}$	150	40	—110
1980	908700 × 6% = 5452	$\times \frac{16}{511}$	171	40	—131
1981	1000000 × 6% = 6000	$\times \frac{16}{511}$	189	40	—149

Variables—

1. Number of expected tourists	0.6% of the whole
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	10 : 90
7. Resultant factor	$\frac{16}{511}$

Details of rooms available—

1. Carlton Hotel	40
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*Projection of Hotel Room Capacity required in Chandigarh
1968—1981*

Year	No of tourists expected in in Chandigarh	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus (+) Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 0.9\% = 1863$	$\times \frac{32}{1533} =$	38	33	—5
1969	$238000 \times 0.9\% = 2142$	$\times \frac{32}{1533} =$	44	33	—11
1970	$273700 \times 1\% = 2737$	$\times \frac{32}{1533} =$	58	33	—25
1971	$314800 \times 1\% = 3148$	$\times \frac{32}{1533} =$	66	33	—33
1972	$362000 \times 1.1\% = 3982$	$\times \frac{32}{1533} =$	84	33	—51
1973	$416300 \times 1.1\% = 4579$	$\times \frac{32}{1533} =$	96	33	—63

1	2	3	4	5	6
1974	$478700 \times 1.2\% = 5744$	$\times \frac{32}{1533} =$	120	33	-87
1975	$550600 \times 1.2\% = 6607$	$\times \frac{32}{1533} =$	138	33	-105
1976	$605600 \times 1.3\% = 7872$	$\times \frac{32}{1533} =$	164	33	-131
1977	$656200 \times 1.3\% = 8530$	$\times \frac{32}{1533} =$	178	33	-145
1978	$732800 \times 1.4\% = 10259$	$\times \frac{32}{1533} =$	214	33	-181
1979	$806100 \times 1.4\% = 11285$	$\times \frac{32}{1533} =$	236	33	-203
1980	$908700 \times 1.5\% = 13630$	$\times \frac{32}{1533} =$	284	33	-251
1981	$1000000 \times 1.5\% = 15000$	$\times \frac{32}{1533} =$	314	33	-281

Variables—

1. Number of expected tourists	0.9% to 1.5% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	15 : 85
Resultant Factor	$\frac{32}{1533}$

Details of rooms available—

1. Oberoi Mount View Hotel	33
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*Projection of Hotel Room Capacity required in Bhubaneswar
1968—1981*

Year	No. of tourists expected in Bhubaneswar	R. Factor	Rooms required to meet the traffic	Rooms avail- able	Surplus (+) Shortage (-)
1968	$207000 \times .8\% = 1656$	$\times \frac{16}{1533} =$	17	Nil	-17
1969	$238000 \times .8\% = 1904$	$\times \frac{16}{1533} =$	20	—	-20
1970	$273700 \times .9\% = 2463$	$\times \frac{16}{1533} =$	26	—	-26
1971	$314800 \times .9\% = 2833$	$\times \frac{16}{1533} =$	30	—	-30
1972	$362000 \times 1.0\% = 3620$	$\times \frac{16}{1533} =$	38	—	-38
1973	$416300 \times 1.0\% = 4163$	$\times \frac{16}{1533} =$	43	—	-43
1974	$478700 \times 1.1\% = 5265$	$\times \frac{16}{1533} =$	55	—	-55
1975	$550600 \times 1.1\% = 6056$	$\times \frac{16}{1533} =$	63	—	-63
1976	$605600 \times 1.2\% = 7267$	$\times \frac{16}{1533} =$	76	—	-76
1977	$656200 \times 1.2\% = 7874$	$\times \frac{16}{1533} =$	82	—	-82
1978	$732800 \times 1.3\% = 9526$	$\times \frac{16}{1533} =$	99	—	-99
1979	$806100 \times 1.3\% = 10479$	$\times \frac{16}{1533} =$	109	—	-109
1980	$908700 \times 1.4\% = 12721$	$\times \frac{16}{1533} =$	133	—	-133
1981	$1000000 \times 1.4\% = 14000$	$\times \frac{16}{1533} =$	146	—	-146

Variables—

1. Number of expected tourists	0.8% to 1.4% of the whole.
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	30 : 70
7. Resultant factor	16
	1533

Details of rooms available—

Nil.

Projection of Hotel Room Capacity Required in Khajuraho 1968—1981

Year	No. of tourists expected in Khajuraho	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus + Shortage (—)
1	2	3	4	5	6
1968	207000 × .4% = 828	$\times \frac{8}{511} =$	12	Nil	—12
1969	238000 × .4% = 952	$\times \frac{8}{511} =$	12	—	—12
1970	273700 × .5% = 1368	$\times \frac{8}{511} =$	24	—	—24
1971	314800 × .5% = 1574	$\times \frac{8}{511} =$	24	—	—24
1972	362000 × .6% = 2172	$\times \frac{8}{511} =$	36	—	—36
1973	416300 × .6% = 2447	$\times \frac{8}{511} =$	42	—	—42

1	2	3	4	5	6
1974	$478700 \times 7\% = 3350$	$\times \frac{8}{511} =$	54	—	—54
1975	$550600 \times 7\% = 3854$	$\times \frac{8}{511} =$	60	—	—60
1976	$605600 \times 8\% = 4844$	$\times \frac{8}{511} =$	78	—	—78
1977	$656200 \times 8\% = 5249$	$\times \frac{8}{511} =$	84	—	—84
1978	$732800 \times 9\% = 6595$	$\times \frac{8}{511} =$	102	—	—102
1979	$806100 \times 9\% = 7254$	$\times \frac{8}{511} =$	114	—	—114
1980	$908700 \times 1.0\% = 9087$	$\times \frac{8}{511} =$	144	—	—144
1981	$1000000 \times 1.0\% = 10000$	$\times \frac{8}{511} =$	156	—	—156

Variables—

1. Number of expected tourists	0.4% to 1.0% of the whole
2. Days of a year	365
3. Average length of stay of tourists	1/2 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of foreign tourists to Indian tourists	10:90
7. Resultant factor	8
	511

Details of rooms available—

Nil

Projection of Hotel Room Capacity Required in Puri 1968—1981

Year	No. of tourists expected in Puri	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus(+) Shortage (—)
1968	$207000 \times .8\% = 1656$	$\times \frac{32}{1533} =$	34	32	—2
1969	$238000 \times .8\% = 1904$	$\times \frac{32}{1533} =$	40	32	—8
1970	$273700 \times .8\% = 2189$	$\times \frac{32}{1533} =$	44	32	—12
1971	$314800 \times .8\% = 2518$	$\times \frac{32}{1533} =$	52	32	—20
1972	$362000 \times .8\% = 2896$	$\times \frac{32}{1533} =$	60	32	—28
1973	$416300 \times .8\% = 3330$	$\times \frac{32}{1533} =$	70	32	—38
1974	$478700 \times .8\% = 3829$	$\times \frac{32}{1533} =$	80	32	—48
1975	$550600 \times .8\% = 4404$	$\times \frac{32}{1533} =$	92	32	—60
1976	$605600 \times .8\% = 4844$	$\times \frac{32}{1533} =$	100	32	—68
1977	$656200 \times .8\% = 5249$	$\times \frac{32}{1533} =$	110	32	—78
1978	$732800 \times .8\% = 5862$	$\times \frac{32}{1533} =$	122	32	—90
1979	$806100 \times .8\% = 6448$	$\times \frac{32}{1533} =$	134	32	—102
1980	$908700 \times .8\% = 7269$	$\times \frac{32}{1533} =$	152	32	—120
1981	$1000000 \times .8\% = 8000$	$\times \frac{32}{1533} =$	166	32	—134

Variables—

1. Number of expected tourists	0.8% of the whole
2. Days of a year	365
3. Average length of stay of tourists	1 night
4. Ideal occupancy ratio	70%
5. Percentage of rooms with double occupancy	25%
6. Ratio of Foreign tourists to Indian tourists	15:85
7. Resultant Factor	32
	<u>1533</u>

Details of rooms available—

1. S. E. Railway Hotel	32
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Projection of Hotel Room Capacity Required in Goa 1968—1981

Year	No. of tourists expected in Goa	R. Factor	Rooms required to meet the traffic	Rooms available	Surplus + Shortage (—)
1	2	3	4	5	6
1968	$207000 \times 0.8\% = 1656$	$\times \frac{16}{511} =$	48	64	+16
1969	$238000 \times 1\% = 2380$	$\times \frac{16}{511} =$	74	64	—10
1970	$273700 \times 1.2\% = 3284$	$\times \frac{16}{511} =$	102	64	—38
1971	$314800 \times 1.4\% = 4407$	$\times \frac{16}{511} =$	138	64	—74
1972	$362000 \times 1.6\% = 5792$	$\times \frac{16}{511} =$	180	64	—116
1973	$416300 \times 1.9\% = 7909$	$\times \frac{16}{511} =$	248	64	—184

1	2	3	4	5	6
1974	$478700 \times 2.2\% = 10531$	$\times \frac{16}{511} =$	328	64	-264
1975	$550600 \times 2.5\% = 13765$	$\times \frac{16}{511} =$	430	64	-366
1976	$605600 \times 2.8\% = 16956$	$\times \frac{16}{511} =$	530	64	-466
1977	$656200 \times 3.1\% = 20342$	$\times \frac{16}{511} =$	636	64	-572
1978	$732800 \times 3.4\% = 24915$	$\times \frac{16}{511} =$	780	64	-716
1979	$806100 \times 3.7\% = 29825$	$\times \frac{16}{511} =$	948	64	-884
1980	$908700 \times 4\% = 36348$	$\times \frac{16}{511} =$	1138	64	-1074
1981	$1000000 \times 4.3\% = 43000$	$\times \frac{16}{511} =$	1346	64	-1282

Variables—

1. Number of expected tourists 0.8% to 4.3% of the whole
2. Days of a year 365
3. Average length of stay of tourists 2.5 nights
4. Ideal occupancy ratio 70%
5. Percentage of rooms with double occupancy 25
6. Ratio of Foreign tourists to Indian tourists 25 : 75

Resultant Factor 16
511

Details of rooms available—

1. Hotel Māndovi	40
2. Hotel Solmar	24
TOTAL	<u>64</u>

Synopsis of Hotel Room Capacity Required in 29 Tourist Centres
(Contained in Resolution No. 1-RSC(1)/67, dt. 7-2-1968)

S. No.	Name	Rooms available as on 31-12-68	Shortage with 1968 as the base									
			1968	1969	1970	1971	1972	1973	1974	1975	1976	
1	Delhi	2350	..	..	53	420	841	1326	1885	2530	3026	
2	Bombay	1174	1574	1985	2459	3005	3631	4352	5186	6135	6864	
3	Calcutta	789	245	400	578	627	1019	1310	1624	1987	2264	
4	Madras	841	..	131	287	467	675	919	1199	1527	1787	
5	Agra	224	60	103	152	208	273	348	434	532	608	
6	Banaras	81	8	21	36	54	74	109	137	170	195	
7	Jaipur	184	..	..	..	17	47	81	121	167	202	
8	Bangalore	274	26	82	152	270	324	436	566	720	848	
9	Srinagar	150	71	122	184	258	346	412	531	672	696	
10	Ahmedabad	134	..	..	..	..	..	..	6	27	43	
11	Aurangabad	20	14	19	24	32	40	71	85	101	113	
12	Cochin	130	..	10	34	58	86	118	154	198	230	
13	Madurai	57	..	..	..	..	..	..	..	..	..	
14	Trivandrum	42	..	..	..	..	..	5	12	20	26	
15	Mysore	159	..	..	..	..	..	..	6	39	69	
16	Hyderabad	72	32	56	84	116	156	200	256	324	384	
17	Darjeeling	112	2	20	38	60	86	116	152	192	222	
18	Udaipur	87	..	1	17	33	49	73	89	121	141	
19	Bhubaneshwar	—	17	20	26	30	38	43	55	63	76	

20	Khajuraho	.	.	.	.	.	—	12	12	24	24	36	42	54	60	78
21	Puri	.	.	.	.	.	32	2	8	12	20	28	38	48	60	68
22	Goa	.	.	.	.	.	64	..	10	38	74	116	184	264	366	466
23*	Ajanta-Ellora	.	.	.	.	.	..	..	..	..	..	..	25	..	..	50
24*	Gulmarg	.	.	.	.	.	37	..	..	..	..	..	50	..	..	100
25*	Jammu	.	.	.	.	.	..	..	..	..	..	..	50	..	..	100
26*	Kancheepuram	.	.	.	.	.	..	..	..	..	..	..	25	..	..	50
27*	Konarak	.	.	.	.	.	..	..	..	..	..	..	25	..	..	50
28*	Mahabalipuram	.	.	.	.	.	..	..	..	..	..	..	50	..	..	100
29*	Tanjore	.	.	.	.	.	..	..	..	..	..	..	25	..	..	50
		TOTAL	.	.	.	.	7013	2063	3000	4198	5773	7865	10433	10864	16011	18906

N.B.—Data in respect of centres marked * is insufficient to enable making of any accurate projections in respect of these centres.

Synopsis of the Projection of Hotel Room Capacity Required in Respect of Centres which Rank Higher in the number of Tourists Received than the Last Centre included in Resolution No. 1-HRSC(1)/67, Dated 7-2-1968

Name	Rooms available as on 31-12-68	Shortage with 1968 as the base									
		1968	1969	1970	1971	1972	1973	1974	1975	1976	
Poona	78	32	48	68	90	114	144	176	214	244	
Amritsar	51	27	39	57	75	105	129	171	207	255	
Trichi	21	5	9	13	19	25	31	39	47	55	
Patna	77	27	43	59	75	107	131	163	195	237	
Lucknow	40	..	5	11	20	29	38	50	62	74	
Chandigarh	33	5	11	25	33	51	63	87	105	131	
		..	..	..	..	..	..	..	..	..	
TOTAL	300	96	155	233	312	431	536	686	830	986	

Statement showing Distribution of Rooms and their Approximate Cost in Respect of Total Room Capacity Required in 29 Tourist Centres from 1968-1973

PART I

S. No.	Name of the city	Rooms required for 5 & 4 Star Hotels	Approximate cost	Rooms required for 3 Star Hotels	Cost	Rooms required for 2 & 1 star Hotels	Cost	Total rooms required upto 1973	Total cost upto 1973
1	2	3	4	5	6	7	8	9	10
1	Delhi	500	5.00	500	2.50	300	0.75	1300	8.25
2	Bombay	2500	25.00	1000	5.00	900	2.25	4400	32.25
3	Calcutta	800	8.00	300	1.50	200	0.50	1300	10.00
4	Madras	400	4.00	250	1.25	200	0.50	850	5.75
5	Agra	100	1.00	100	0.50	150	0.37	350	1.87
6	Banaras	50	0.50	50	0.25	..	..	100	0.75
7	Jaipur	..	..	50	0.25	30	0.07	80	0.325
8	Bangalore	200	2.00	100	0.50	125	0.31	425	2.81
9	Srinagar	150	1.50	150	0.75	120	0.30	420	2.55
10	Ahmedabad	..	..	..	..	..	..	..	..
11	Aurangabad	..	..	70	0.35	..	..	70	0.35
12	Cochin	..	..	..	..	..	..	..	..
13	Madurai	..	..	..	..	..	..	..	..
14	Trivandrum	..	..	..	..	..	..	..	..

1	2	3	4	5	6	7	8	9	10
15	Mysore	..	..	..	..	..	..	..	..
16	Hyderabad	100	1.00	100	0.50	50	0.12	250	1.62
17	Darjeeling	..	..	60	0.30	60	0.15	120	0.45
18	Udaipur	..	..	75	0.37	..	..	75	0.37
19	Bhubaneswar	..	..	40	0.20	..	..	40	0.20
20	Khajuraho	..	..	40	0.20	..	..	40	0.20
21	Puri	..	..	40	0.20	..	..	40	0.20
22	Goa	80	0.80	100	0.50	..	..	180	1.30
23	Ajanta & Ellora	..	..	..	..	25	0.062	25	0.062
24	Gulmarg	..	..	..	..	50	0.125	50	0.125
25	Jammu	..	..	..	..	50	0.125	50	0.125
26	Kancheepuram	..	..	..	..	25	0.062	25	0.062
27	Mahabalipuram	..	..	..	..	50	0.125	50	0.125
28	Konark	..	..	..	..	25	0.062	25	0.062
29	Tanjore	..	..	..	..	25	0.062	25	0.062
TOTAL		4880	48.80	3025	15.12	2385	5.95	10290	69.87

N.B.—(1) Cost is in crores.

(2) 5 & 4 Star @ Rs. 1 crore per hundred rooms at the current prices.

(3) 3 Star @ Rs. 0.50 crore per hundred rooms at the current prices.

(4) 1 & 2 Star @ Rs. 0.25 crore per hundred rooms at the current prices.

Statement showing distribution of rooms and their approximate cost in respect of total room capacity required in 29 Tourist Centres from 1968—1976

PART II

S. No.	Name of the city	Rooms required for 5 & 4 Star Hotels	Approximate cost	Rooms required for 3 Star Hotels	Cost	Rooms required for 2 & 1 Star Hotels	Cost	Total rooms required up to 1976	Total cost upto 1976
1	Delhi . .	1,500	15.00	1,000	5.00	500	1.25	3,000	21.25
2	Bombay . .	3,500	35.00	1,500	7.50	1,800	4.50	6,800	47.00
3	Calcutta . .	1,200	12.00	500	2.50	500	1.25	2,200	15.75
4	Madras . .	800	8.00	500	2.50	450	1.12	1,750	11.62
5	Agra . .	200	2.00	200	1.00	200	0.50	600	3.50
6	Banaras . .	100	1.00	100	0.50	..	..	200	1.50
7	Jaipur . .	50	0.50	120	0.60	30	0.07	200	1.17
8	Bangalore . .	400	4.00	200	1.00	250	0.62	850	5.62
9	Srinagar . .	250	2.50	250	1.25	200	0.50	700	4.25
10	Ahmedabad . .	50	0.50	..	..	..	..	50	0.05
11	Aurangabad . .	..	..	110	0.55	..	..	110	0.55
12	Cochin . .	..	..	80	0.40	..	..	80	0.40
13	Madurai . .	..	..	..	..	..	..	..	..
14	Trivandrum . .	..	..	25	0.12	..	..	25	0.12
15	Mysore . .	..	..	70	0.35	..	..	70	0.35
16	Hyderabad . .	200	2.00	200	1.00	100	0.25	500	3.25
17	Darjeeling . .	..	..	110	0.55	110	0.27	220	0.82
18	Udaipur . .	..	..	100	0.50	50	0.12	150	0.62
19	Bhubaneswar . .	..	..	80	0.40	..	..	80	0.40
20	Khajuraho . .	..	..	80	0.40	..	..	80	0.40
21	Puri . .	..	..	70	0.35	..	..	70	0.35
22	Goa . .	150	1.50	200	1.00	150	0.38	500	2.88
23	Ajanta & Ellora . .	..	..	..	..	50	0.125	50	0.125
24	Gulmarg . .	..	..	..	..	100	0.250	100	0.250
25	Jammu . .	..	..	..	..	100	0.250	100	0.250
26	Kancheepuram . .	..	..	..	..	50	0.125	50	0.125
27	Mahabalipuram . .	..	..	..	..	100	0.125	100	0.125
28	Konark . .	..	..	..	..	50	0.250	50	0.250
29	Tanjore . .	..	..	..	..	50	0.125	50	0.125
TOTAL . .		8,400	84.00	5,495	27.47	4,840	12.08	18,735	123.55

N.B.—(1) Cost is in crores.

(2) 5 & 4 Star @ Rs. 1 crore per hundred rooms at the current prices.

(3) 3 Star @ Rs. 0.50 crore per hundred rooms at the current prices.

(4) 1 & 2 Star @ Rs. 0.25 crore per hundred rooms at the current prices.

Statement showing distribution of rooms and their approximate cost and in respect of total room capacity required in respect of centres which rank higher in the number of tourists received than the last centre included in Resolution No. 1-HRSC(1)/67 dated 7-2-1968

PART I

S. No.	Name of the city	Rooms required for 5 & 4 star hotels	Approximate cost	Rooms required for 3 star hotels	Cost	Rooms required for 1 & 2 star hotels	Cost	Total rooms required up to 1973	Total cost upto 1973
1	Poona	..	..	150	0.75	..	..	150	0.75
2	Amritsar	..	..	130	0.65	..	..	130	0.65
3	Trichi	..	..	30	0.15	..	..	30	0.15
4	Patna	..	..	130	0.65	..	..	130	0.65
5	Lucknow	40	0.40	..	..	..	..	40	0.40
6	Chandigarh	..	..	60	0.30	..	..	60	0.30
TOTAL		40	0.40	500	2.50	..	..	540	2.90

N.B.—(1) Cost is in crores.

(2) 5 & 4 star hotels @Rs. 1.00 crore per hundred rooms at the current prices.

(3) 3 star hotels @Rs. 0.40 crore per hundred rooms at the current prices.

(4) 1 & 2 star @Rs. 0.25 crore per hundred rooms at the current prices.

PART II

S. No.	Name of the city	Rooms required for 5 & 4 star hotels	Approximate cost	Rooms required for 3 star hotels	Approximate cost	Rooms required for 1 & 2 star hotels	Approximate cost	Total rooms required up to 1976	Total cost upto 1976
1	Poona	..	..	250	1.25	..	..	250	1.25
2	Amritsar	50	0.50	200	1.00	..	..	250	1.50
3	Trichi	..	..	55	0.27	..	..	55	0.27
4	Patna	..	..	230	1.15	..	..	230	1.15
5	Lucknow	80	0.80	..	..	..	..	80	0.80
6	Chandigarh	50	0.50	60	0.30	..	..	110	0.80
TOTAL		180	1.80	795	3.97	..	..	975	5.77

N.B.—(1) Cost is in crores.

(2) 5 & 4 star hotels @Rs. 1.00 crore per hundred rooms at the current prices.

(3) 3 star hotels @Rs. 0.50 crore per hundred rooms at the current prices.

(4) 1 & 2 star @Rs. 0.25 crore per hundred rooms at the current prices.

REPORT OF THE HOTEL REVIEW & SURVEY COMMITTEE

PART III

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सत्यमेव जयते

CHAPTER IV

STANDARDISATION OF HOTEL RATES

The third term of reference of the Hotel Review & Survey Committee was to review the rates charged by hotels which are classified on the star-system with the object of determining a rational basis for standardising the rates in each category.

2. If a public opinion poll could be held in India and important persons such as high ranking cabinet ministers, judges of the high courts, governors of States, members of Parliament, editors of newspapers, big businessmen or the man in the street interviewed to ascertain whether they thought the hotel rates in India were high, moderate or low, the result of such a poll can be forecast with complete confidence. It will be that 99% said the rates were very high, 1% said they did not know or care and nobody said that they were low. There is not the slightest doubt in the mind of the Committee that the opinion widely held in India is that hotel rates are very high particularly those charged by the five star and four star hotels, and that not only are the rates very high, but that these are getting higher every year and that some action on the part of Government is called for. The Committee therefore decided to go into the implied charge of profiteering particularly by the superior hotels in India. The audited balance-sheets and profit and loss accounts were sent for from 80 hotels which should form a representative cross section of the hotels in India. This number included all 5 star hotels, 14 four star hotels, 27 three star hotels, 16 two star hotels and 15 one star hotels. Of these, 29 hotels responded to the request made by the Committee. This was a reasonable response and offered the Committee a representative sample for studying the profits made by different hotels in India. A detailed analysis was made of the profits earned by these hotels and it showed that the average profits made on the capital invested in business by the hotels varied a great deal. Apart from the two hotels—one in Bombay and the other in the Delhi Region which suffered losses of 3.9% each on the capital invested by them, the profit & loss accounts of the remaining hotels whose profitability was measured revealed that the profits ranged from a low of 0.9% to a high of 20.4%. The hotels which had very low or very high profitability were few in number and profits of most hotels ranged close to the mean average of 7.5%. The hotels which had shown a profit of 20% or so, were proprietary concerns where the owners did not necessarily charge to profits the salaries that they would have to pay to themselves if they were working as paid executives. If suitable compensation was allowed for the contribution made by the

owners themselves to the business, the ratio would go down measurably and would perhaps show a rate of return on investment no higher than the average of the industry i.e. 7.5%. A profit of 7.5% on the capital employed in business cannot be described as excessive particularly in view of the high interest rates prevalent at the present time. Therefore, the impression in the public mind that hotels are earning excessive profits does not seem to be sustained by this study. It is sometimes suggested that the balance sheets do not necessarily reveal the whole truth. The Committee does not feel inclined to accept this view for the reason that the hotels whose balance-sheets have been studied include such respectable institutions as the Ashoka Hotel, New Delhi, the Taj Mahal Hotel, Bombay, Oberoi Intercontinental, New Delhi and so on.

3. It is, all the same, argued that the rate of Rs. 95 a day for a room rent only is unconscionable by any test. The Committee therefore wrote to the neighbouring countries of UAR, Iraq, Tehran, Afghanistan, Nepal, Ceylon, Thailand, Hong Kong and Japan, to obtain the rates charged by their hotels in various categories. Given below are statements which show the tariffs charged by five, four and three star categories of hotels in India as against the tariffs charged by hotels of comparable standards in Hong Kong, Thailand and Japan. The other countries either did not reply, or sent information that was either too sketchy, or did not lend itself to a comparative study :

*India(*****)*

1. Ashoka Hotel, New Delhi	Singles	Rs. 70.00 to Rs. 75.00
	Doubles	Rs. 130.00 to Rs. 140.00
2. Oberoi Intercontinental, New Delhi.	Singles	Rs. 75.00 to Rs. 95.00
	Doubles	Rs. 105.00 to Rs. 172.00
3. Taj Mahal, Bombay	Singles	Rs. 75.00
	Doubles	Rs. 120.00 to Rs. 125.00
4. Oberoi Grand, Calcutta	Singles	Rs. 65.00 to Rs. 75.00
	Doubles	Rs. 100.00 to Rs. 112.50
5. Clarks Shirza, Agra-Cantt.	Singles	Rs. 65.00 to Rs. 75.00
	Doubles	Rs. 110.00 to Rs. 130.00

Hong Kong

1. Ambassador Hotel	Singles	Rs. 65.00 to Rs. 91.50
	Doubles	Rs. 91.50 to Rs. 124.50
2. Hotel Miramar	Singles	Rs. 76.00 to Rs. 146.00
	Doubles	Rs. 105.00 to Rs. 172.50
3. Posh Hotel	Singles	Rs. 56.00 to Rs. 82.50
	Doubles	Rs. 97.50 to Rs. 120.00
4. Hong Kong Hilton	Singles	Rs. 97.50 to Rs. 172.50
	Doubles	Rs. 120.00 to Rs. 210.00

5. Mandarin Hotel	Singles	Rs. 90.00 to Rs. 155.00
	Doubles	Rs. 125.00 to Rs. 195.00

Thailand

1. Siam intercontinental	Singles	Rs. 101.25
	Doubles	Rs. 123.75
2. Rama Hotel	Singles	Rs. 90.00
	Doubles	Rs. 127.50 to Rs. 150.00
3. Erawan Hotel	Singles	Rs. 112.50
	Doubles	Rs. 135.00 to Rs. 150.00
4. Oriental Hotel	Singles	Rs. 101.25
	Doubles	Rs. 135.00 to Rs. 150.00
5. Montier Hotel	Singles	Rs. 90.00
	Doubles	Rs. 127.50

Japan

1. Tokyo Hilton	Singles	Rs. 114.75 to Rs. 129.00
	Doubles	Rs. 135.75 to Rs. 150.00
2. Imperial Hotel	Singles	Rs. 75.00 to Rs. 93.75
	Doubles	Rs. 93.75 to Rs. 114.75
3. Tobo Hotel International	Singles	Rs. 58.80 to Rs. 100.80
	Doubles	Rs. 79.80 to Rs. 121.80
4. Osaka Royal	Singles	Rs. 63.00
	Doubles	Rs. 105.00 to Rs. 210.00
5. Palace Hotel	Singles	Rs. 63.00 to Rs. 75.60
	Doubles	Rs. 84.00 to Rs. 113.40

*India(****)*

1. Hotel Vikram, New Delhi	Singles	Rs. 50.00
	Doubles	Rs. 80.00
2. Sun-n-Sea, Visakhapatnam	Singles	Rs. 45.00
	Doubles	Rs. 70.00
3. Great Eastern Hotel, Calcutta	Singles	Rs. 60.00
	Doubles	Rs. 90.00 to Rs. 100.00
4. Hotel Nataraj, Bombay	Singles	Rs. 36.00 to Rs. 51.00
	Doubles	Rs. 72.00 to Rs. 118.00
5. Park Hotel, Calcutta	Singles	Rs. 60.00 to Rs. 75.00
	Doubles	Rs. 90.00 to Rs. 100.00

Hong Kong

1. Astor Hotel	Singles	Rs. 43.50 to Rs. 60.00
	Doubles	Rs. 72.00 to Rs. 90.00

Hong Kong—contd.

2. Lukhwok Hotel	Singles	Rs. 37.50 to Rs. 60.00
	Doubles	Rs. 45.00 to Rs. 70.00
3. Hong Kong Cathoy Hotel	Singles	Rs. 45.00
	Doubles	Rs. 67.50
4. Nathan Hotel	Singles	Rs. 60.00
	Doubles	Rs. 75.00
5. August Moon	Singles	Rs. 60.00
	Doubles	Rs. 82.50

Thailand

1. Thai Hotel, Bangkok.	Singles	Rs. 60.00
	Doubles	Rs. 75.00
2. Majestic Hotel, Bangkok	Singles	Rs. 60.00
	Doubles	Rs. 90.00
3. Imperial Hotel, Bangkok	Singles	Rs. 75.00
	Doubles	Rs. 105.00
4. Park Hotel, Bangkok	Singles	Rs. 52.50
	Doubles	Rs. 75.00
5. Continental, Bangkok	Singles	Rs. 46.25
	Doubles	Rs. 75.00

Japan

1. Empire Hotel	Singles	Rs. 62.50
	Doubles	Rs. 83.30
2. Honodu Tokyo	Singles	Rs. 68.75
	Doubles	Rs. 93.75
3. Miyazaki Kouho Hotel	Singles	Rs. 52.00
	Doubles	Rs. 95.00
4. Diamond Hotel	Singles	Rs. 56.50
	Doubles	Rs. 104.00
5. Kyola Hotel	Singles	Rs. 42.00
	Doubles	Rs. 84.00

*New Delhi (***)*

1. Hotel Mandovi, Goa	Singles	Rs. 40.00
	Doubles	Rs. 72.00
2. Hotel Holiday Inn, Faridabad	Singles	Rs. 35.00
	Doubles	Rs. 50.00
3. Highlands Park, Gulmarg.	Singles	Rs. 40.00
	Doubles	Rs. 55.00

New Delhi—contd.

4. Hotel Palace Ajanta, Bombay	Singles	Rs. 50.00
	Doubles	Rs. 60.00
5. Hotel Republic, Patna	Singles	Rs. 35.00
	Doubles	Rs. 52.00

Hong Kong

1. Golden Gate	Singles	Rs. 30.00
	Doubles	Rs. 52.00
2. Sunning House	Singles	Rs. 45.00
	Doubles	Rs. 60.00
3. Chungking House	Singles	Rs. 34.00
	Doubles	Rs. 80.00
4. Sumya Hotel	Singles	Rs. 22.50
	Doubles	Rs. 40.00
5. YMCA	Singles	Rs. 26.00
	Doubles	Rs. 50.00

Thailand

1. Hotel Europe	Singles	Rs. 30.00
	Doubles	Rs. 45.00
2. Bmyoin Hotel	Singles	Rs. 45.00
	Doubles	Rs. 60.00
3. Noi-e-Hotel	Singles	Rs. 45.00
	Doubles	Rs. 60.00
4. Fiji Hotel	Singles	Rs. 29.00
	Doubles	Rs. 41.00
5. Metro Hotel	Singles	Rs. 45.00
	Doubles	Rs. 60.00

Japan

1. Hotel Kiato	Singles	Rs. 41.70
	Doubles	Rs. 83.30
2. Hotel Sanbancho	Singles	Rs. 33.30
	Doubles	Rs. 52.10
3. Hotel Toshi Centre	Singles	Rs. 31.25
	Doubles	Rs. 47.90
4. Palace Kiato	Singles	Rs. 37.50
	Doubles	Rs. 62.50
5. Hachino Grand Hotel	Singles	Rs. 37.50
	Doubles	Rs. 68.75

From the above, it will be seen that the rates charged in India are comparable with those charged by hotels in the Asian countries of Hong Kong, Thailand & Japan. In fact, the tariffs of the Indian hotels are in many cases somewhat lower.

4. While the Committee noted that on the basis of the study made of the balance-sheets and profit & loss accounts, the hotels were not making exorbitant profits and also that on the basis of the comparative study made of the rates charged by the hotels in India with those in the neighbouring countries of Asia, the rates charged by Indian hotels were not unreasonable, the Committee all the same felt compelled to make the observation that the hotel rates in India, *per se*, are high if we take into account the purchasing power of an average Indian traveller or other people in the professions who may have the need to use the hotels. It is the view of the Committee that the hotel industry owes an obligation to serve equally both foreign tourists from abroad and Indian travellers. The present high rates charged by hotels in India have made it difficult for most Indians to make use of their facilities and very soon if the present trend of increasing rates continues they will have priced themselves out of the Indian market. It is vital that the hotels continue to have a large Indian market because it will be a very unhealthy state of affairs if they had to depend entirely on foreign tourists for their business. If the hotel rates keep going up as they have been in the last few years, the competitive advantage which the hotels in India had over their counterparts in other countries will soon be completely lost. India because of its geographical position has a serious disadvantage in attracting tourists from the distant affluent countries of USA, Europe, Japan and Australia. Hitherto, the comparatively attractive hotel rates off-set to some extent the handicap of high air-fares to India. It is therefore essential that the hotel rates in India should not be allowed to rise unchecked. By employing trained, qualified and experienced personnel the hotels should be able to introduce a large measure of efficiency which should have the effect both of increasing the quality of the services rendered as well as of bringing the costs down.

5. It may be that at present the hotel rates charged in India do not constitute any real sales resistance to the relatively small number of very affluent tourists who come to India, but as the foreign tourist market expands and more middle-income tourists visit India, which it is in the interest of everybody concerned to bring about, the hotel rates will increasingly become a decisive factor and the Committee therefore regards it as incumbent to advise the hotel industry that it should introduce enough internal discipline to ensure that there are no price rises unless these become inevitable and that they undertake an industrywide campaign to improve the operational efficiency of the hotels with a view to bringing down costs and improving the quality of hotel facilities and services.

6. The basic question that the Committee was required to determine was whether a rational basis for standardising the rates in the hotels

classified with the star system could be evolved. The Committee gave this matter a great deal of thought and came to the conclusion that the standardising of the hotel rates by statutory or legislative means was not desirable. In the first place it was impossible to evolve any one common set of rates which all hotels of the same star category should charge. The reason is that even among the every few 5 star hotels there is a good deal of disparity in the standards of facilities and the quality of services offered, as was shown by the marks secured by each. There was a difference of at least 25 to 30% marks between the highest and the lowest five star hotels. Similarly, disparities exist between the highest and the lowest ranking hotels in each star category. It will therefore not be correct to require all hotels in the same category to charge the same rate irrespective of the standards maintained and facilities offered. Besides another element which should account for the differential in rates is the cost of operation of a hotel which is not the same in all cities of India. For example, a new hotel in Bombay which is built on a very expensive plot of land will cost more than a 5 star hotel in Agra where the cost of land and construction may not be the same and the wage structure may be considerably lower.

7. The Committee therefore was of the view that it will not be in the general interest of tourist promotion to introduce controls, statutory or otherwise, with view to standardising the rates for the simple reason that a hotel room even in the same star category is not a standard product and therefore uniformity of rates can have a serious stultifying influence in the quality of the facilities offered. The Committee recommends that the present system of supervising by the Department of Tourism of the hotel rates in the approved hotels by applying the modified Hubbart formula may continue. It is realised that the modified Hubbart formula which is given below does not afford a foolproof method of ensuring that no hotel has unreasonable tariffs but the Committee is not aware of any other formula which would accomplish this object more satisfactorily. The modified Hubbart formula is :

A Operating expenses under all headings and a reasonable return on the present fair value of the property, namely, a return of 6% on land and buildings except where leased unless the lease, as in Delhi approximates the sale price of existing hotels and a return of 10% on the capital employed in hotel keeping should be allowed in the calculations. In the case of new hotels (i.e. hotels built after 1955) the return on land and buildings may be allowed at 8% with the same exception.

The return in both cases should be net return after allowing for taxation, insurance and depreciation.

- B Less . . . Income from other sources such as store rentals, food and beverages and miscellaneous income.
- C Balance . . . The balance comes to the amount to be realized from room income.
- D Compute . . . Number of guest rooms multiplied by 365 days and reduced by giving an allowance for average vacancies. (The room occupancy ratio to be postulated for arriving at this return should be 60%. In the case of hotels in hill stations and sea side resorts occupancy ratio should be the actual average annual room occupancy or 60% whichever is lower should be the basis).
- E Result . . . $\frac{C}{D}$ average room rate.



CHAPTER V

SUMMARY OF RECOMMENDATIONS

(1) The hotel establishments which qualified for the award of 5 star, 4 star, 3 star, 2 star and 1 star respectively, as listed in Annexure I may be declared as having qualified for the category shown against each.
(Chapter II, Pages 11-12, Para 2.4)

(2) The restaurants which qualified for approval as listed in Annexure III may be declared as restaurants approved by the Department of Tourism, Govt. of India.
(Chapter II, page 12, para 2.5).

(3) Those establishments which did not qualify for classification/approval may be informed accordingly.
(Chapter II, page 12, para 2.6).

(4) The present criteria for the classification of hotels which have many lacunae be revised and the revised criteria as given in Annexure IV may be applied for the classification of hotel establishments in the future. In applying the revised criteria it may be ensured that no failures are condoned in features described as "Essential", and only one failure condoned in features described as "Necessary". Marks given in features described as "Desirable" may be counted towards the minimum aggregate of 66%. These revised criteria may be applied in the case of new hotels from 1st January, 1970 and in the case of existing hotels from 1st January, 1971.
(Chapter II, pages 12-13, paras 3&5)

(5) In order to encourage hotel establishments aspiring for a higher category to effect improvements without delay; to enable new establishments to qualify for tax and fiscal benefits available only to approved establishments; and to ensure that classified establishments maintain the standards of the category which they have been awarded, it is recommended that a Permanent Central Committee be set up in the Department of Tourism, composed broadly on the lines of the present Committee, with four Regional Sub-Committees at Delhi, Bombay, Calcutta & Madras. Inspection and classification/approval of hotels/restaurants may therefore be established as a continuous process with the Permanent Central Committee making recommendations to the Government on the establishments inspected, and the Regional Sub-Committees making twice yearly inspections of approved hotels and restaurants in their region to check on the maintenance of standards and on the utilisation of imported items.

(Chapter II, pages 14-16, para 7)

(6) In the event that the standards of any establishment fall to the extent that the gradation/approval awarded to it becomes inapplicable, the establishment may be suitably down-graded or if warranted removed from the approved list of the Department of Tourism after due notice.

(Chapter II, page 16-17, para 8)

(7) The next all-India review and reclassification of hotel establishments and approval of restaurants may be undertaken in October-December 1971, and this fact suitably publicised in advance.

(Chapter II, page 17, para 9)

(8) All the hotel and restaurant establishments inspected by the Committee may be informed of the areas in which they did not qualify or barely qualified to enable them to effect improvements in these areas so that they may maintain and/or upgrade the starrage awarded to them by the present Committee.

(Chapter II, page 18, para 10)

(9) A Hotel Consultancy Service may be set up with persons on its organisation such as an architect, an economist, a chartered accountant, experienced hoteliers etc. capable of advising on all aspects of a hotel project beginning with its feasibility, its planning and designing and finally on its operation. Such a consultancy service may be made available on the payment of a fee by the establishment concerned so that the agency becomes self-supporting.

(Chapter II, pages 20-21, paras 16 & 17)

(10) The hoteliers may be given all facilities in obtaining the services of foreign consultants in specialised fields whenever necessary and when such services are not locally available.

(Chapter II, page 21, para 17.1)

(11) Hotels may be permitted to employ professionally qualified foreign managers, executive house-keepers chefs/personnel for kitchen management and other key personnel until such time as such personnel with the requisite training and experience are available in the country. Similarly, young men and women seeking carriers in the hotel industry may be given necessary foreign exchange to enable them to specialise in the various fields at recognised institutions abroad, particularly in the field of house-keeping in which there is a dearth of trained personnel at present. The Institutes of Catering, Nutrition and Hotel Management may be asked to enlarge their facilities for training a larger number of personnel and for offering refresher courses to those already employed. The institutes may be permitted to employ foreign teaching staff, particularly for specialised fields such as house-keeping and cuisine.

(Chapter II, pages 21-22, paras 18 & 19)

(12) All approved hotel and restaurant establishments may be encouraged to maintain the highest standards of hygiene and culinary skill, and to assist them in doing so, should be freely allowed to import

the most modern and efficient types of equipment for cooking and cleaning, in some cases even at the expense of indigenous manufacturers. The need for such imports may be considered essential in removing negative aspects of the international travellers' mental image of India where standards of hygiene are concerned.

(Chapter II, Pages 22-23, Para 20)

(13) Hotel rates should not be allowed to rise unchecked and that in order to accomplish this, no statutory or legal measures need be enacted, but that the hotel industry should be required to introduce internal discipline to ensure that there are no price rises unless these become inevitable, and that they undertake an industry-wise campaign to improve the operational efficiency of the hotels to bring down costs and simultaneously improve the quality of hotel facilities and services.

(Chapter IV, page 130, Para 5)

(14) The present system of supervising hotel rates in approved hotels by the Department of Tourism, by applying the modified Hubbart Formula may continue.

(Chapter IV, Pages 131-132, Para 7)

(15) The sum of Rs. 5 crores provided for the Hotel Development Loan Scheme may be raised to Rs. 10 crores.

(Chapter III, page 70, para 13)

(16) The Government should actively encourage foreign investment and collaboration in the hotel industry.

(Chapter III, page 70, Para 13)

Sd/-

(S.D. KHANNA)
Deputy-Director General,
Department of Tourism

Chairman

Sd/-

(R. N. KAUL)
Deputy Commercial Director (Hotels)
AIR-INDIA, BOMBAY.

Member

Sd/-

(MANECK S. SHAW)
President, Federation of Hotel & Restaurant
Associations of India.

Member

Sd/-

(INDER SHARMA)
President, Travel Agents Association of India.

Member.

Bombay, 22nd Feb., 1969.

ACKNOWLEDGEMENTS

The Committee wishes to record its deep sense of appreciation for the whole-hearted support it has received from all whom it called upon for advice and assistance in the completion of its work. The Committee expresses its gratitude to the Director General of Tourism, Shri S. K. Roy for his guidance in launching the Committee on its task. The State Government officials and particularly their Directors of Tourism deserve special thanks as do the Directors, Assistant Directors & Managers of the Government of India Tourist Offices, the Federation of Hotel & Restaurant Associations of India and its Regional Associations and offices of Air India.

The Chairman would like to record his personal appreciation of the cooperation and understanding shown by his colleagues on the Committee in meeting demanding schedules in spite of the pressure of their own work, and to express his gratitude to Shrimati V. Pandhi, Director, Department of Tourism for having deputed for him during his illness and ensuring thereby that the inspection work of the Committee was completed on time.

Thanks are also due to Shri Lalit Nirula for his having prepared drawings for hand dish-washing set-up and providing a note on the methodology of dish washing when done manually.

The Chairman would also like to record his appreciation of the indefatigable and devoted efforts put in by the Committee's staff headed by its sincere and hard working Secretary, Shri R. N. Wadhawan and of the valuable assistance given by Shrimati H. Chandran, Director (Hotels), particularly in editing the final version of the report.

Sd/-

(S. D. KHANNA),

Chairman, Hotel Review & Survey Committee.

Dated 22-2-69.

Besides Shri R. N. Kaul, the following officers of Air-India were associated with the inspection of hotels and restaurants in the various centres visited by the Committee :-

1. Mr. K. K. Menon,
Manager, Bombay.
2. Mr. W. D. Lima,
Dist. Reservation Manager, Bombay.
3. Mr. A. W. P. Crasto,
Assistant Sales Manager, Bombay.

4. Mr. J. Meher-Homji,
Dist. Sales Manager, Poona.
5. Major H. B. Vacha,
Dist. Sales Manager, Ahmedabad.
6. Mr. R. Venkataraman,
Manager, New Delhi.
7. Mr. M. M. Lall,
District Sales Manager, New Delhi.
8. Mr. K. L. Malik,
Dist. Sales Manager, Kanpur.
9. Mr. R. K. Narpat Singh,
Manager, Calcutta.
10. Mr. R. P. Misra,
Dist. Sales Manager, Calcutta.
11. Mr. R. K. Chhatrapal Singh,
Dist. Sales Manager, Jamshedpur.
12. Mr. D. N. Lingam,
Project Officer, Calcutta.
13. Mr. P. S. Rajaratnam,
Manager, Madras.
14. Mr. S. Srinivasan,
Assistant Manager, Madras.
15. Mr. M. Zahid,
Dist. Sales Manager, Cochin.
16. Mr. R. R. Amin,
Dist. Sales Manager, Madras.
17. Mr. S. J. Hegde,
Dist. Sales Manager, Banagalore.

Sd/-
(S. D. KHANNA),
Chairman,
Hotel Review & Survey Committee.

Dated 22nd Feb., 1969.